

**THE TRANSFORMATION OF SOUTH AFRICAN CORRECTIONAL CENTRES OF
EXCELLENCE THROUGH EQUITABLE UNIT MANAGEMENT**

by

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DECLARATION

I hereby declare that the TRANSFORMATION OF SOUTH AFRICAN CORRECTIONAL CENTRES OF EXCELLENCE THROUGH EQUITABLE UNIT MANAGEMENT is my own work and that all the sources that I have made use of and quoted have been indicated and acknowledged by means of complete references.

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ABSTRACT

The purpose of this study was to evaluate the implementation of the Unit Management into the South African Correctional Centres of Excellence. The focal point is based on the case management, multi-disciplinary approach, monitoring, and human rights of offenders. Unit Management was adopted into South African correctional system in 1995 under the leadership of the former Minister of Correctional Services Dr Sipho Mzimela. Unit Management was firstly practiced at Goodwood Correctional Centre of Excellence in the Western Cape. The concept of Unit Management was viewed as a strategic change by the Department in ensuring the core business of the Department and the rehabilitation of offenders. In an effort to examine the application of Unit Management into the Correctional Centres of Excellence and how Unit Management influences the rehabilitation of sentenced offenders, a study was conducted to acquire knowledge and perspective from the available literature. In ensuring good and proper work, the researcher employed a qualitative methodology. The researcher collected data by means of structured questionnaires. Data were analysed using SPSS system for statistical reasons. Frequency tables were used to simplify the analysis per section and category. The findings from this study revealed that there is no monitoring of Unit Management taking place into the Correctional Centres of Excellence from management, there is no management involvement. It also revealed that the human rights of offenders are not respected during the implementation of Unit Management. The findings revealed that multi-disciplinary approach is dysfunctional owing to lack of professional staff. The findings also indicate that efforts to implement Unit Management into the Correctional Centres of Excellence are a failure owing to the above-mentioned factors.

KEY TERMS

Department of Correctional Services, offenders, Unit Management, human rights of offenders, rehabilitation, Correctional Centres Of Excellence, case management, monitoring, White Paper on Corrections, punishment.

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SUMMARY

The main aim of this study is to obtain the Master of Technologiae degree. Secondly, this study gives more clarity on the implementation of Unit Management into the Correctional Centres of Excellence in South Africa and selected countries, namely, the United States of America, Australia, Canada, and South Africa as an African state. Offenders incarcerated into the Correctional Centres of Excellence are those who were sentenced to serve long incarceration terms. The development and treatment programmes offered to offenders incarcerated into the Correctional Centres of Excellence are taken into consideration. This study is significant for the South African correctional system owing to the increase in the number of offenders who are incarcerated in these facilities.

CHAPTER 1

ORIENTATION OF THE STUDY

1.1 INTRODUCTION

The political transformation in South Africa found the Department of Correctional Services adding to its core business, rehabilitation, and placing it at the centre of all its activities with a view to reduce recidivism and further criminality. There is an increasing pressure on the South African Criminal Justice System to function much better than it is currently operating. Since the beginning of 1996, after the promulgation of the new South African Constitution, transformation became a strategic matter in the Department of Correctional Services. There were five strategic guidelines in the Department of Justice and Correctional Services, which formed part of the transformation process namely:

- Demilitarisation of the Department of Correctional Services;
- Affirmative action in the Department of Correctional Services;
- The implementation of Unit Management into the correctional centres;
- The implementation of offender rehabilitation path to enhance offender development; and
- The Correctional Services Act 111 of 1998.

The Correctional Services Act 111 of 1998, the White Paper on Corrections in South Africa 2005 and the Strategic Plan 2005/2006-2009/2010 provide for the development and implementation of correctional intervention to address offending behaviour, and Unit Management, among others.

According to Roy E. Gerard Assistant Director for the Bureau of Prisons, Unit Management refers to an offender and correctional centre management designed to improve control and relationships by dividing the larger correctional centre population into smaller, more manageable groups and to improve the delivery of correctional services pertaining to care, security and social re-integration.

Although Unit Management is a priority in the reform of correctional centres, little is known about the aspects that can be linked to Unit Management. According to Luyt (1999:18), case

management and the management of different units can be regarded as some aspects of Unit Management that still pose a challenge in terms of effective practice in relation to this phenomenon. Unit management was a new vehicle for service delivery in correctional centres in South Africa. Therefore, it can be said that the South African Department of Correctional Services has not only transformed, but also ensured through its legislation that the system of Unit Management is implemented in all South African correctional centres.

The Department of Correctional Services started Unit Management in South Africa. In 1996, new development started when the then Minister of Correctional Services Dr Sipho Mzimela announced the introduction of Unit Management into South African correctional centres. The first Unit Management correctional centre in South Africa was opened at Malmesbury in the Western Cape in 1997, followed by Goodwood Correctional Centre in the same year.

The Department of Correctional Services seek to eliminate inhibiting factors such as overcrowding. It also seeks to appoint highly competent personnel to provide the range of services that are to be delivered to an offender through the process of Unit Management. One of the primary missions of the Department of Correctional Services is to develop and operate facilities that balance the concept of punishment, deterrence, incapacitation, and therefore the process of Unit Management helps provide this balance.

The Department of Correctional Services has identified correctional centres across various regions to serve as Centres of Excellence. According to Stankovic and Lovell (1992:536) correctional centres of excellence can be defined as a broader umbrella under which a large array of practices and programmes are generally included.

The centre of excellence concept is an attempt to create an environment that helps in providing holistic integrated services to an offender to produce a socially responsible person; therefore, identified centres receive special attention. In these centres of excellence, the Department of Correctional Services is committed to the adequate provision of all correctional programmes and services directed to an offender.

The truth is that, the Centre of Excellence concept represents the fundamentals starting phase in which the end objective is to transform all South African correctional centres and

social re-integration offices into effective rehabilitation-based centred institutions where the White Paper is fully implemented. The Department of Correctional Services intends achieving this through a systematic process to successfully implementing the prescripts and ideals of the White Paper on Corrections into sustainable practice in selected centres through the creation of conducive correctional environment. A correctional centre of excellence must be managed in line with Unit Management principles to enable adequate attention to each offender.

The following correctional centres have been identified as Centres of Excellence in South Africa per regions.

Western Cape Region: Malmesbury Medium Correctional Centre, Goodwood Correctional Centre, Dwarsrivier Correctional Centre, Drakenstein Youth Correctional Centre, Pollsmoor Female Correctional Centre, and Overberg Medium B Correctional Centre.

Eastern Cape Region: Cradock Correctional Centre, Idutywa Correctional Centre, Stutterheim Correctional Centre, East London Medium Correctional Centre, Mthatha Correctional Centre, and Queenstown Correctional Centre.

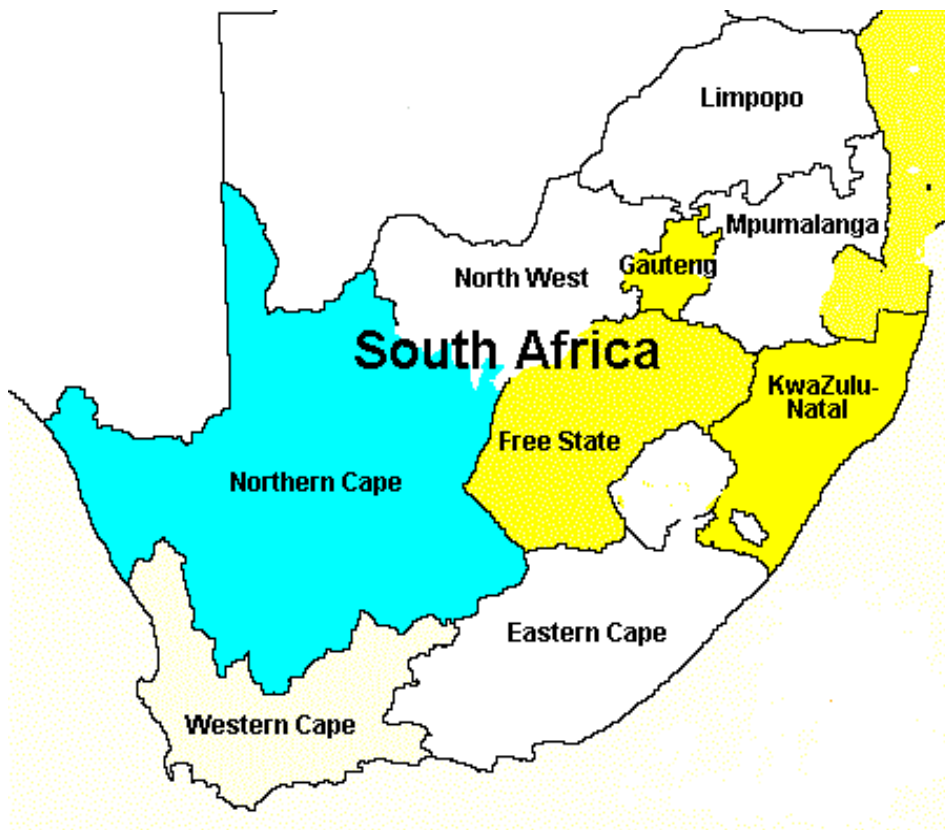
KwaZulu-Natal Region: Ebongweni Maximum Correctional Centre, Durban Youth Correctional Centre, Durban Female Correctional Centre, Pietermaritzburg Correctional Centre, Ekuseni Youth Correctional Centre, and Empangeni Correctional Centre.

Free State/Northern Cape Region: Groenpunt Youth Correctional Centre, Goedemoed Medium A Correctional Centre, Fauresmith Social Re-integration office, Douglas Social Re-integration office, Sasolburg Correctional Centre, Kroonstad Medium C Correctional Centre, and Kuruman Correctional Centre.

Mpumalanga; Limpopo and North West Region: Middleburg Correctional Centre, Ermelo Correctional Centre, Rustenburg Youth Correctional Centre, Makhado Correctional Centre, Klerksdorp Correctional Centre, and Modimolle Correctional Centre.

Gauteng Region: Emthonjeni Correctional Centre, Leeuwkop Correctional Centre, Johannesburg Correctional Centre, Johannesburg Female Correctional Centre, and Kgosi Mampuru Correctional Centre.

Unit Management as a tool seeks to ensure that offenders are managed in a smaller scale in correctional centres as individuals, so that they become better and responsible citizens of South Africa after release and also seek to alleviate overcrowding as is the challenge currently and recidivism by means of conducting correctional programmes and all the interventions by correctional professionals. The following structure represents a South Africa map showing the provinces of the Department of Correctional Services.



SOUTH AFRICAN MAP

1.2 PROBLEM STATEMENT

For the South African correctional system to fulfil the mandate of being a world leader in corrections, certain scientific approaches must be developed based on the South African Constitution. One of these approaches must be centred around the concept of Unit Management. For South Africa to comply with the international standards, the South African correctional system and the application of Unit Management will be evaluated against the international standards. The outcome of this approach will be to develop a South African model on which the functioning and implementation of Unit Management will be based.

The South African Department of Correctional Services is currently confronted with challenges such as overcrowding and shortage of staff. These challenges disturb the facilitation process of rehabilitation and development of offenders in the actualisation of the goals of the Department. According to Ross (2008:106), overcrowding causes maladministration in prisons. Department of Correctional Services is trying to put measures in place to reduce recidivism among offenders. The Department has therefore put the concept of Unit Management as its core business for the rehabilitation of offenders. According to Schmallegger (2001:370) the most important and final goal of corrections is to ensure that offenders under the care of the Department of Correctional Services are rehabilitated using the unit management tool. Unit Management is implemented in the correctional centres of excellence through the pillars such as architecture, case management, security and risk management. These pillars will be discussed in chapter two of the study.

1.3 THE RATIONALE OF THE RESEARCH

The term “rationale” According to Gerber and Alberts (1984:27), refers to the logical statement of reasons on which the investigation is based. According to Champion (1993:10) rationale refers to the academic ‘s interest in the planned topic and the meaning of the research itself. This study seeks to answer questions that have risen following the changes in the South African correctional system since the general elections of 1994. One of the changes amongst others includes the introduction of the new Correctional Services Act 111 of 1998 and the birth of the constitution of South Africa.

The research is also based on the address by the then Minister of Correctional Services Dr. Siphso Mzimela when he announced the introduction of unit management into South African Correctional Centres in Uganda on 16 February 1996 and including the decision of the Executive Management Board of the Department of Correctional Services in implementing Unit Management.

In the past prisons were places where people who have committed crime would be safely secured and punished, serve their sentence until they are removed therefrom. The focus was mainly based on physical security and punishment. The belief that higher level of punishment lead to lesser crime rate, led the justice system to put more emphasis on long term imprisonment with the hope that those who have offended or intend offending have the choice of calculating the risk of offending.

Factors such as attitudes, beliefs, structures, systems and environment which nurtured the offender behaviour, were never investigated, and this resulted in Correctional Services being overburdened without any achievement in the reduction of crime. The main aim of the study is to contribute to the existing knowledge of the Department of Correctional Services system.

It is important that we focus specifically on unit management; however, we are aware of the number of Correctional Centres in South Africa, but we will be solely concentrating on those earmarked as Correctional Centres of Excellence.

Therefore, the aim of the study is to evaluate the implementation of unit management in the Correctional Centres of Excellence by investigating the role that unit management approach can play in the rehabilitation of offenders so that they don't come back to Correctional Centres again and instead be responsible South African citizens and lead normal life.

Furthermore, the change in South African legislation, policies of the Department of Correctional Services, the decision taken by the executive management board, traditional Correctional Centres, overcrowding in Correctional Centres and rehabilitation will form part of the rationale for this study.

1.4 RESEARCH QUESTIONS

The following research questions are applicable to this study:

Is Unit Management applied in terms of the case management concept in the Correctional Centres of Excellence in South Africa?

Is Unit Management implemented in line with the multi-disciplinary approach in the Correctional Centres of Excellence in South Africa?

Does the application of Unit Management include monitoring and evaluation in the Correctional Centres of Excellence in South Africa?

Does the implementation of Unit Management recognise the human rights of offenders?

1.5 AIM AND OBJECTIVES OF THE RESEARCH

The primary aim of the research was to determine the impact of unit management into the correctional centres of excellence and its application thereof.

The objectives are:

- To analyse the history and development of Corrections internationally and its philosophical background;
- To examine the impact of the history of rehabilitation in the South African Corrections system, right through to the actualisation of the South African White Paper on Corrections, 2005;
- To explain the concept of rehabilitation and its development and application both internationally and locally;

- To evaluate the application of unit management in South African Correctional Centres of Excellence; and
- To develop a South African model of unit management tool where correctional centres of excellence should bench mark.

1.6 LAYOUT OF THE DISSERTATION

Chapter 1

This chapter sets out the basis of the study and the reasons for conducting this study. The methods used to undertake the study. The researcher also explained aims and goals of the study. The geographical scope and the limitations of the study were outlined as to where will the study be conducted.

Chapter 2

This chapter provides the origin of Unit Management, and where the Unit Management was started and implemented. This chapter also covers the definition of terms and the development of prisons, where the prisons developed in the ancient years before it was termed corrections. It also covers the philosophy and history where Unit Management emanated before it was implemented in the correctional centres in South Africa.

The concept of punishment and its origin emanating from the biblical point of view including the theories of punishment are also covered in this chapter.

Chapter 3

In this chapter, the researcher demonstrates the international practice of Unit Management in different countries such as the United States of America, Australia, and Canada respectively. The researcher in this chapter also covers the organisational structures of the different countries as elaborated in the research. The concept of rehabilitation is also outlined in this chapter.

Chapter 4

This chapter covers the practice of Unit Management in the South African context in its correctional centres of excellence and how it started as a background. The researcher also elaborates on its implementation including the organisational structure.

Chapter 5

This chapter covers the empirical study, research methods and the layout of the chapter for this research.

Chapter 6

This chapter covers the analysis of the data gathered and the discussion thereof.

Chapter 7

This chapter covers the findings and recommendations pertaining to the study.

1.7 MOTIVATION FOR THE CHOICE OF TOPIC

The motivation for this study is based on the researcher's personal interest about the implementation of Unit Management specifically in the Correctional Centres of Excellence in South Africa. As the seasoned senior official in the Department of Justice and Correctional Services currently holding a position of assistant director in the Johannesburg management area, the researcher previously worked as a security officer ensuring safety of offenders internally as well as externally. He also worked as a Unit Manager at Boksburg Correctional Centre and further worked as the Operational Manager in overseeing the implementation of Unit Management in the units, and lastly, he worked as the Head of Heidelberg Correctional Centre reporting about the status, challenges and successes of Unit Management. Currently, the researcher worked as the Human Resources Manager at Johannesburg management area whose main function is to focus on staff. Against this background, the researcher is well conversant with the processes and administration of Unit Management and including the challenges thereof.

1.8 LITERATURE REVIEW

Information on the study was gathered on the history and background of the Unit Management and its implementation into the Correctional Centres of Excellence in South Africa. This was done by reviewing literature that has been published. It is clear that from the literature study, there is more information contained at the libraries concerning the implementation of Unit Management. It is also clear that the topic has been researched before although not specifically on the Correctional Centres of Excellence though, and therefore, gaps will be closed indicating the difference in the same discipline looking at the way Unit Management is implemented and its shortfalls.

The following sources were utilised text books, scientific articles, dissertations/thesis, White Paper on Corrections, Interviews from the correctional officials, official documentation (files, reports of the Department of Correctional Services).

1.9 RESEARCH METHODOLOGY

Bless and Higson-Smith (1995:63) assert that research design is the planning of scientific research from the first step to the last step. It is like a road map in that it guides the researcher in collecting, analysing and interpreting observed facts. To conduct a good research, the researcher was required to answer several fundamental questions about the research, which is the type of the methodology used in the study, and the sample of people that were used as well.

According to the research design, the researcher must design what is to be studied and how it will be studied. The research is aimed to be conducted in one of the regions of South Africa namely: Gauteng, and more specifically in the Johannesburg Management Area

Gauteng region has five Correctional Centres of Excellence as stated earlier. Therefore, the research will focus on the two correctional centres of excellence, namely, Johannesburg Correctional Centre of Excellence, which caters for maximum incarcerated male offenders, and Female Correctional Centre of Excellence, which caters for female offenders. Parties to be involved will be offenders and officials directly involved with daily operations of the correctional centre administration.

1.10 QUALITATIVE RESEARCH

According to Mason (2017:109), the choice of method should reflect an overall research strategy because the methodology that is used shapes the methods. Therefore, the methodology that was used in this study was the qualitative methodology, where the researcher interviewed participants personally. According to Dantzer and Hunter (2000:75), qualitative research is the non-numerical examination and interaction for discovering underlying meaning and patterns of relationship.

According to Dawson (2007:48), sampling is the process of choosing a smaller more manageable number of people to take part. Gauteng region has five (5) Correctional Centres of Excellence. Therefore, a sample of two Correctional Centres of Excellence, namely, Johannesburg Centre C Correctional Centre of Excellence and Johannesburg Female Correctional Centre of Excellence were used, and in this instance, only officials directly involved in the day-to-day operations and administration of the correctional centres.

1.10.1 Population

Lesley (1999:160) asserts that population includes every person, object or place from which the researcher is going to draw sample. The researcher conducted the research in Gauteng Province, where there is a mixture of all races. Therefore, the study will be by no means limited to a specific ethnic group. The population applied to sentenced offenders and officials of the Department of Correctional Services working at the Correctional Centres of Excellence. Each correctional centre was measured according to the number of offenders and officials present. Therefore, the total number of sentenced offenders incarcerated at Johannesburg Medium C Correctional Centre of Excellence as of 2016/10/27, 458 offenders, and the total number of officials, 299, therefore, questionnaires were distributed to 30 officials. The total number of sentenced offenders at Female's Correctional Centre of Excellence as of 2016/10/27, 695, and the total number of officials, 302. Therefore, questionnaires were distributed to 30 officials.

1.10.2 Data Collection

According to Bless and Higson-Smith (1995:98), data can be classified by reporting to the way in which it was collected namely primary data whereby a researcher collects his/her own data for a purpose/research, and secondary data where a researcher has to use data collected by other investigators in connection with other research problem. In this study, the researcher made use of both primary and secondary data in the form of questionnaires.

1.10.3 Data Analysis

According to Taylor (1994:9) data analysis entails reducing the volume of raw information, sifting various data and constructing a framework of communicating what the data reveal. For the researcher to be able to provide the correct meaning, qualitative data must be correctly gathered and organized, and in this instance, the researcher gathered information by means of questionnaires from officials working in the correctional centres of excellence. According to Wolman and Kruger (2001:95), when analysing data, content analysis was used, which involves a systematic examination of the contents of the source, to record relative incident of themes and the way they are portrayed. All the answers of the respondents were analysed to check if there are similarities on the answering of questions then a comparison was made among questionnaires summary completed in order to determine discrepancies. For the fact that the researcher collected data personally will enhance the continuous analysis of the data collected.

1.10.4 Validity and Reliability of Information

Validity means the truth that can be interpreted as the extent to which an account can accurately represent the social phenomena to which it refers (Babbie, 2007:515). The measuring tool that was used in the study to collect data was by means of an interview schedule where open-ended questions were posed so that respondents could formulate their own responses to ensure validity. The researcher also measured validity of data by referring to the literature studies, and this included comparing data acquired through interviews and data collected through literature. The researcher also analysed answers of the respondents as well.

1.11 ETHICAL CONSIDERATIONS

Dawson (2006:147) is of the view that research ethics is about treating people who willingly disclose their personal information provided with honesty and respect. Furthermore, such information must be protected and be treated with confidentiality. The researcher is aware of the policies regarding handling of information within the Department of Correctional Services and was considered when conducting research, and also participants were made aware of the procedure so that they take part freely. The researcher also explained legal aspects to respondents in order to promote honesty and respect. The procedure of gaining permission to the field of study was properly followed, and permission was acquired from the relevant authorities, namely National Head Office of the Department of Correctional Services.

1.11.1 Risk

This entails a probability or threat of damage, injury, liability, loss or any other negative occurrence that is caused by internal or external vulnerabilities and that may be avoided through pre-emptive action.

There are no pre-determined risks involved in this study. The research participants who in this regard are the officials in the employ of the Department of Correctional Services and offenders incarcerated in the Correctional Centres of Excellence are only interviewed based on their experience, knowledge, information, and practical implementation of Unit Management.

1.11.2 Risk Mitigation

This entails an overall approach to reduce the risk impact severity and or probability of occurrence.

The researcher had ensured that should any risk be identified and acknowledged, strategies be put in place to minimise the risk. Strategies will involve staff or personnel officials directly involved with implementation of Unit Management in the Correctional Centres of Excellence. Participants included offenders incarcerated in the Correctional Centres of

Excellence; correctional officials working directly with offenders in the correctional centres of excellence, managers responsible for managing the Correctional Centres of Excellence; regional heads working at regional office; and managers responsible to monitor policy on the implementation of Unit Management.

Moreover, managers are responsible for developing a contingency plan wherein strategies such as risk acceptance, risk avoidance, risk limitation and risk transference can be put in place and be used as a monitoring tool to evaluate the current environment in ensuring that the identified risk is minimised or eliminated.

1.12 SUMMARY

This chapter introduces the reader to the topic “the transformation of South African Correctional Centres of Excellence through equitable Unit Management”. The aim of the chapter is to gain knowledge and insight in the implementation of Unit Management into the correctional centres of excellence in terms of Correctional Service Act 111 of 1998 in ensuring that offenders are released to be the responsible South African citizens and that they do not come back to the correctional centres anymore. The role played by the Department of Justice and Correctional Services, officials, professionals, including programmes provided to offenders is very essential.

The chapter dealt with the rationale, aims and objective of the research. The different concepts that are regularly used in the research were explained. The methods, techniques and structure of dissertation were also presented. The following chapter will be dealing with history, philosophy and theory of unit management in the continuum of punishment.

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CHAPTER 2

HISTORY, PHILOSOPHY AND THEORY OF UNIT MANAGEMENT IN THE CONTINUUM OF PUNISHMENT

2.1 INTRODUCTION

The aim of this chapter is to lay out the origin, history, philosophy, and theory of Unit Management in the continuum of punishment into the Correctional Centres of Excellence in South Africa. To get to this point, it is imperative to study the origin, history, philosophy, and the theory of punishment up to the point where Unit Management entered into the continuum of punishment. It is necessary to relate how correctional centres were functioning before and including the current scenario, with specific reference to unit management as a contemporary approach to punishment.

This study will also relate to the origins, history and development of Unit Management. Although prisons were referred to and used as bases to punish offenders, the modern approach has changed from punishment to rehabilitation (Matshaba, 2011:1). While this study is focusing on implementation of Unit Management into the correctional Centres of Excellence, this chapter will focus on history, philosophy and theory of Unit Management in the continuum of punishment.

2.2 DEFINITION OF TERMS

2.2.1 Correctional Centre

According to the (Department of Correctional Services, White Paper on Corrections 2005:131), a correctional centre is an institution in which sentenced offenders are detained for punishment, rehabilitation and protection of the community.

2.2.2 Imprisonment

Imprisonment refers to the period where any person ordered by the court of law would stay in a correctional centre. According to Naser (1993:27), imprisonment is the admitting and locking up of a person in a correctional centre since 2008 as ordered by the court of law.

2.2.3 Department of Correctional Services

is the South African government institution responsible for sentenced incarcerated offenders and awaiting trial detainees, which includes safe custody, rehabilitation and reintegration of offenders into the community, Constitution of South Africa (Republic of South Africa, 1998:14).

2.2.4 Rehabilitation

According to the (Department of Correctional Services, White Paper in Corrections 2005:71), rehabilitation is the practice that combines the correction of offending behaviour, and human development and the promotion of social responsibility including values.

2.2.5 Corrections

According to the (Department of Correctional Services, White Paper on Corrections 2005:131), corrections means all services aimed at the assessment of offenders based on their social background and developing of sentence plan, including offending behaviour.

2.2.6 Correctional Officer

According to the (Department of Correctional Services, White Paper on Corrections 2005:131) a correctional officer is a person that possesses a skill and competency and is employed in the correctional environment.

2.2.7 Case Management

Du Preez (2003:4) describes case management as a systematic process whereby correctional official are responsible for encouraging assigned offenders into their case load to achieve maximum requirements as stipulated in their plans with the aim of reintegrating them successfully into the community.

2.2.8 Centre of Excellence

A centre of excellence is a correctional centre or social re-integration office where all services, programmes, resources and human potential, and capital are utilised in providing a place of new beginnings for offenders, a place where an official is motivated, resourced, skilled, developed and supported to become a rehabilitator.

2.2.9 Sentence Plan

According to the (Department of Correctional Services, White Paper on Corrections 2005:131) a sentence plan is a guide intervention aimed at addressing the needs of offenders as well as correcting offender behaviour. It seeks to spell out what services or programmes are required to target offending behaviour and to help offender develop skills to handle socio-economic conditions that lead to criminality.

2.2.10 Punishment

According to Birzer and Roberson, (2004:26), punishment is the form of payment to the victim who has committed crime to the community. It also means suffering, pain, or loss that serves as a retribution.

2.2.11 Human Rights

Section 35(2) of the Bill of Rights Constitution of South Africa (Republic of South Africa 1996:5) stipulates that human rights are those rights that all people are entitled to irrespective of race, colour or creed

2.2.12 Unit Management

According to Luyt (2010:2), Unit Management is a decentralised approach to institutional and offender management that divides the offender population into small, manageable entities to offender management, adopt a good relationship between offenders and officials and offer an excellent service to offenders.

2.3 THE HISTORY OF PUNISHMENT

According to Barnes (1949:328), the word prison is used to describe the place where all those who are detained for the purpose of serving or awaiting punishment due to conflicting with the law are housed. Barnes (1959:328) also says that prior to 19th century correctional centres were not always used to house convicted offenders. Since the Biblical era, methods of punishment were mostly brutal. Punishment is an evil inflicted upon a wrong doer, on behalf and in the discretion of society in its corporate capacity, of which he is a member (Stein, 1999:219). Newman (1985:4) argues that during the 17th century, punishment involved inflicting unpleasant results, and that it was imposed by society in the form of physical punishment, fines, and the death penalty. Bean (1981:181) states that punishment is inflicted on the individual for the crime committed and is made up of five specific elements. The first one is that the sanction must be unpleasant to the victim and the second one is that the sanction must only be for specific offences and the third is that the sanction must be directed to the offender and the fourth one is that the sanction must be handed out by an authorised person; and the last one is that the sanction must be carried out by the State.

In the olden days, many ancient cultures simply took the law into its hands as communities to organise themselves. They began taking responsibilities for punishing community members who transgresses. As time goes from ancient to future, each crime began to have its own punishment.

According to Cilliers and Kriel (2008:22), punishment is an action deliberately inflicted upon an offender by human agency, which is authorised by legal order whose laws the offender had violated. It must be borne in mind that for one to be called an alleged offender, he or she must have committed an offence and therefore punishment can be imposed.

According to Palermo and White (1998:177), the word punishment is derived from the Latin word meaning penitence, meaning seeking God, to pardon someone, to clear your sins. Cilliers and Kriel (2008:12) highlight that the church ideology has regarded punishment as a means by which people could cleanse themselves of the sins or crimes that they had committed, that is mostly done by the Romans where they would go into church room and confess their sins to the priest so that they may be pardoned. Therefore, Carlson and Garrett (1999:10) underscore that the development of punishment has been associated with that of religion. Before the building of prisons began in the 17th century in Europe, many methods were used to punish people who maintained order.

Schmallegger and Smykla (2005: 42) report that in ancient Greece, public punishment was regarded as part of Western tradition and it was therefore documented that early crimes were punished by means of execution, banishment or exile. In Rome, the most frequent penalty was death.

In early Greece and Rome, physical punishment was imposed only on slaves. The state administered banishment or exile as an alternative to execution, which resulted in offenders losing their citizenship. The Greeks were the first society to allow any of their citizens to prosecute an offender in the name of the injured party, which meant that public interest and protection of social order was at heart.

2.3.1 The Philosophy of Punishment

Laws govern our lives as individuals, families and community. Therefore, for each act there must be a reaction, which must be followed by punishment. Silverman (2001:21) accentuates that a society without punishment will fall victims to violence. Different types of punishment can be used depending on the type of society in question at the time. According to Schmallegger (2005:421), punishment is based on the concept of law and justice which were used to maintain civil order. Laws regulate our society; hence those who inflict suffering on others must be punished. However, the punishment that is imposed on the person who has committed an offence must be justified irrespective of the offence committed.

According to Bartoli's (2002:27), the concept of punishment can be justified from several philosophical stances. These include utilitarian philosophy, retribution philosophy, denouncement philosophy, deterrence philosophy, incapacitation philosophy, rehabilitation philosophy, restitution philosophy, reintegration philosophy, expiation philosophy, reformatory philosophy, and preventative philosophy.

These philosophers will now be discussed in more detail:

2.3.2 The Utilitarian Philosophy

Utilitarianism is one of the most powerful and persuasive approaches in the history ethics of philosophy. According to Ten (1987:7), utilitarianism seeks to assure the public that crime is not tolerated by punishing the offender severely, but it is then justified when punishment accomplishes more good than evil. The utilitarianism philosophy approves that an offender must be punished accordingly to make society happy, but in some instance, offenders commit crime owing to circumstantial constraints beyond their control. Plato, Tobin, and Hochberg (1995:17) argues that punishment is a benefit to the individual because it improves his behaviour. Utilitarianism is categorised by two elements, namely, are happiness and consequentialism.

- **Utilitarianism Happiness**

Utilitarianism happiness is the kind of happiness after which all people desire to possess. In this utilitarianism, people are looking for everything possible to make them happy. It is on this basis that the name of the doctrine of utilitarianism was based on the principles of utility. The word utility is found in everything that constitutes happiness of human. According to Burchell and Hunt (1997:38), the happiness of the individuals and the community is balanced by the criteria of good and evil.

- **Consequentialism**

Consequentialism in utilitarianism depends on the fact that the actions must be judged by the consequences of happiness. Utilitarianism is the continuation of the Roman law legislation and its modern aspects because it focuses on the economic and political freedom.

The doctrine modern aspects of consequentialism will evolve throughout the 19th century. Philosophers such as Bentham, Burchell, and Beccaria have succeeded in giving the doctrine a practical and rational dimension of economic, political and ethical freedom to the society.

Du Preez (2007:195) argues that the perpetrator fears being caught rather than punished. Therefore, an individual must make a self-determined decision not to indulge in crime while on the other hand respecting God. Bentham (2000:14) argues that utilitarian theories describe the pursuit of happiness and avoidance of pain. Du Preez, (2003: 40) explains that utilitarian philosophy is based on the following principles:

- Government must change and keep laws which must be enjoyed by all peoples.
- Punishment must be intended at protecting society.
- People must obey the laws so that criminal behaviour can be prohibited.
- Any person in conflict with the law must be penalised.
- Serious crimes must get harsh punishment and petty crimes lesser penalty.
- Imprisonment of offenders will prevent criminals from reoffending.
- Rehabilitation does not serve the purpose of sentence.
- Conditions in prisons should be harsh for criminals.

There may be parallels between this philosophy and Unit Management within centres of excellence. For example, Government remains in control, society is protected, and citizens must obey laws, punishment is executed according to the seriousness of the offence, the influence from incarceration may deter future crime, and conditions, though different, may still be experienced as harsh owing to the influence they have on individual offenders.

2.3.3 Retributive Philosophy

According to Williamson (1990:106), retribution means that punishment is imposed upon persons because they have committed crimes.

Retribution refers to the appropriate punishment that is given to the individual or a group of people who have wronged the community. Retribution means “paying back”; it is the oldest justification of punishment. History depicts that criminal law is derived from the

significance of retribution whereby the offender sees the need to repent. Bartoli's (2002:27), posits that once the society has agreed on rules, whoever violates such rules must be punished. Newman (2008:74) argues that retribution must make the society comfortable by inflicting more pain to the offender. Retribution is associated with restorative justice. Retributive justice responds to behaviour that focuses on the punishment of an offender. Cesare Beccaria (1738:94) argues that the Retributive Theory demands that punishment inflicted on to the offender is justified. Retribution is therefore associated with restorative justice principles in terms of law codes from the Ancient Near East, including the code of Ur-Nammu (C.2050), the laws of Eshima (C.200be BCE), and the code of Hammurabi (C.1750BCE). In these laws, crimes were considered violation of other people's rights. Retribution is considered the law of retaliation hence it falls on the concept of Lex talion's of an eye for an eye. Retribution also forbids the punishment of offenders who cannot be held accountable for their actions such as mentally ill offenders or intellectually disabled offenders. According to Schmallegger and Smykla (2001:486), retribution is a philosophy of punishment that has to do with vengeance against someone who has committed crime. Retribution also serves as a tool to allow an offender an opportunity to pause and have introspection by showing remorse. Labane (2012:28) explains that the justification for retribution is based on the three basic principles, which are:

- Punishment should be imposed on the person who has committed an offence.
- The extent of the punishment should be equal to the offence.
- Punishment must be projected for the consequences of the disciplinary measure.

Within the Unit Management concept, it is easier to ensure that sanctions are imposed directly on a specific individual, equality between the execution of punishment and the offence committed can be controlled easier, and punitive measures can be implemented more effectively on the individual.

2.3.4 Denunciation Philosophy

According to Burchell and Hunt (1997:40), denunciation must be enforced to inflict punishment to formalise the crime committed. This theory therefore demands that any person who has committed a crime must be punished. Denunciation upholds the values, standards, norms, and customs of society in ensuring that society is protected through

sentencing. This is done so that the offender is made an exemplary to others, which may violate the law in future. The denunciation philosophy operates on a notion of “once beaten twice shy” to protect the community. The Denunciation Theory of punishment can be traced back to the works of classical philosophers such as Thomas Hobbes (1588-1678), Cesare Beccaria (1738-1794), and Jeremy Bentham (1748-1832). These philosophers provided the foundation for the Deterrence Theory in Criminology by protesting the spiritualistic explanation of crime and legal policies that dominated Europe. Beccaria (1963:11) argues that the laws are conditions under which men unite themselves in society. He also emphasises that law should not distinguish between rich and poor. He further argues that crime should be based on the extent of harm inflicted to the society. Bentham (1948:189) argues that the duty of the state is to promote happiness to society by punishing and rewarding.

Within the Unit Management concept, it is easy to practice denunciation philosophy in the Correctional Centres of Excellence in the sense that any offender who is doing wrong to other offenders will be punished by the officials and must therefore account for his wrong doings.

2.3.5 Deterrence Philosophy

Deterrence is future orientation, in that it seeks to prevent crimes from occurring (Schmallegger & Smykla, 2005:73). Deterrence is not only aimed at preventing the person who has been punished from committing further crimes, but also makes the community aware of the consequences of crime. Therefore, deterrence as a philosophy of punishment can have a positive influence on the community in assisting them not to commit crimes.

According to Rabie, Strauss and Mare (1994:19), there are two types of deterrence. Firstly, the specific deterrence applied to the individual with an aim of preventing such individual from committing further crimes. Secondly, general deterrence discourages other offenders from committing crime because punishment inflicted on an offender shows others what consequences of crime are.

Silverman (2001:20), believes some factors can be learned from punishment of another person such as:

- People must respect the law.
- People who committed crime must be punished.
- People who violated human rights must be subjected to severe punishment.

The deterrence philosophy can be easily applied in the Correctional Centres of Excellence Unit Management concept to warn offenders of the consequences of crime beforehand. In Johannesburg Management Area, in the Correctional Centres of Excellence, officials are doing counselling to offenders by warning them of the dangers of practising sodomy and sexual activities, and this is applicable to deterrence philosophy.

2.3.6 Incapacitation Philosophy

Reid (1997:80) argues that the incapacitation philosophy was designed to restrict the movement of an individual either temporarily or permanently in or from the society that he has wronged. Incapacitation is intended to detain a person who has committed an offence in ensuring to keep and control the movement of offenders to reduce crime. (Livingston 1996:476).

Incapacitation simply means that either movement is free limited temporary or permanently. The offender is totally and physically removed from society preventing him from committing further crimes. The practice in some societies would be to chop off the hands of a person who has stolen, or those who have committed serious offences would be sentenced to death as a permanent form of incapacitation.

Cilliers (2008:56) cites that the most widespread forms of incapacitation are total incapacitation through the death penalty, partial incapacitation through imprisonment, and castration of sex offenders. Today most countries in the world do not support the ideology of death penalty as a form of punishment. Temporary or partial incapacitation means that the offender can be subjected to rehabilitation with the aim that he will change his behaviour. Temporary incapacitation does not guarantee the society the full and total protection, unless the offender can be rehabilitated during the process of imprisonment (Cilliers 2008:57; Court less, 1998:29).

The idea of incapacitation philosophy within the Unit Management concept is applicable in the Correctional Centres of Excellence in the sense that offender movement is restricted from visiting other units. An offender is confined to one unit. Therefore, units are designed such that movement of offenders is restricted.

2.3.7 Rehabilitation Philosophy

According to Clear and Cole (2000:77) and Silverman (2001:543), rehabilitation is a process of changing offending behaviour through vocational, educational and or therapeutic treatment by providing an offender with developmental and treatment services.

The most important and final goal of corrections is to ensure that offenders under the care of the Department of Correctional Services are rehabilitated. Schmallegger (1995:370) asserts that rehabilitation is the concept that reduces crime by healing an offender psychologically so that he cannot commit crime again by not victimising other people. Therefore, it also helps the victim to feel safe. Rehabilitation is the core function in the punishment of offenders in that it reduces further crime. It is the concept that helps both the perpetrator and the victim. Rehabilitation is the concept that helps offenders to be responsible law-abiding citizens. Authors like Dassel and Ellis (2002:5) and Vapi and Bole (2004:1) argue that most of the people who are committing crimes are previous offenders since the rehabilitation systems do not ensure that offenders are properly rehabilitated; hence, they fall back to crime.

Unit Management within Centres of Excellence may contribute to improved rehabilitation. Programmes offered can be useful in the rehabilitation process of offenders while incarcerated.

2.3.8 Restitution Philosophy

According to Palermo and White (1998:178), restitution is one theory that demands that offenders should pay for the crimes committed. Restitution is when the court orders the offender to pay for any harm and resembles a civil litigation damages award. This is done to prevent future crime by punishing the offender financially. It also varies from physical injuries, where a person is assaulted or stabbed, loss of property or money in terms of fraud,

or emotional distress. Restitution can also be imposed in terms of a fine to cover the costs incurred. Owing to the enclosed environment brought about through Unit Management, the restitution requirements imposed as part of the sanction may be enforced much easier than would be the case with traditional imprisonment models.

2.3.9 Reintegration Philosophy

The reintegration model is totally against offender isolation. Neser (1993:62) believes keeping offenders in isolation will deter them from committing any further crime in future, but such permanent isolation is neither practical nor possible. There must be some form of reintegration into the community at some stage. According to Champion (2001:23), the reintegration model demands that the community must be involved in the reintegration of the offender. This occurs by establishing ties with their families so that it can be easier for offenders to adapt to the community. Unit management and the reintegration philosophy may be compatible because the aim of Unit Management is to achieve successful reintegration of offenders into the community.

2.3.10 Justice Philosophy

According to Champion (2001:25), the justice philosophy was established in 1970. It rejected rehabilitation as a contributor to the punishment phenomenon. The justice philosophy demands that society must be protected. Offenders who conflict with law must be punished. The philosophy depicts that any person who has wronged the community must be given a sentence equal to the crime committed. Treatment to offenders can only be given on voluntary basis because of the belief that no person can be forced to change behaviour. The community applauded the philosophy for focusing on their protection. It can be argued that Unit Management reinforces the justice philosophy since individuals are more exposed to complete different phases of their sentences. They cannot hide somewhere in an overcrowded dormitory but must take responsibility for every aspect of the imposed sentence.

2.3.11 Expiation Philosophy

According to Snyman (1989:17), expiation philosophy is based on the acts of making amendments or reparation for guilt or wrongdoing. It is closely linked to atonement. Therefore, it has biblical origin. This theory demands that the society must not judge a person based on his previous convictions because he has already paid for them by being in prison. The objective of this theory is “to pay for the sins committed”. Out of the expiation theory, a notion was created that any person who offends the next party must compensate him to create the sense of repentance. This theory is of the view that the punishment wipes away the sin and the offender thereafter become innocent. The practice of this theory is too expensive in terms of public safety and security. This theory is not suitable, but it can be applied successfully to offences that are more serious. The expiation theory may assist in the success of Unit Management because it can create an understanding for the need of repentance and change

2.3.12 Reformatory Philosophy

According to Birzer and Roberson, (2004:35), reform refers to the changing of the offender from doing harm to the community to be a responsible citizen. The aim of reformatory punishment is to alter the individual by attempting to re-educate, teach, train or instil a new sense of moral and responsibility by means of moral education, in the form of work, religion, schooling or vocational training. According to the reformatory theory, a crime is committed because of the conflict between the perpetrator and the victim. The reformatory theory maintains that people who violate the law should stay in prison and serve their imprisonment term to be re-educated re-shape their personality in a new way of life.

Birzer and Roberson (2004:35) believe that though punishment may be severe, it should never be degrading. Reformatory theory follows the rule of execution, solitary confinement and maiming. These kinds of punishment should bring about change in the personality and character of the offender, to make him a useful member of community treatment than others. Reformatory treatment theory can be effective when practised on more educated and orderly societies than in the under-developed communities. It is submitted that modern prisons must transform into reformatories with a programme of work, education and religious services

with the purpose of rehabilitating offenders and preparing them for adjusting themselves into a law-abiding citizen.

2.3.13 Preventative Philosophy

According to Williamson (1990:111), the preventive theory aims at preventing crime by restricting the criminal. The philosophy will do that by imposing an imprisonment term or a death penalty. In the past, inflicting of injury by means of an eye for an eye model was the method that would keep offenders from offending. However, this model did not last long because it failed along the times. The system resorted into transforming offenders by re-educating them on the consequences of crime. Capital Punishment was introduced to disable the physical power of the offender in repeating the offence. Prisons were not only built for imprisonment but also to deprive one of his human rights. Therefore, incarceration serves three purposes: protection of the society, incapacitating the offender without turning to barbaric injuries, and punishing the offender by depriving him of freedom.

2.4 THE DEVELOPMENT OF THE APPLICATION OF LAW

According to Carlson, et al. (1999: 41), laws regulated people in the olden days. It is still the case today, mostly because previous generations ensured that all the laws were written down for future reference purposes. Schmallegger (2001: 118) mentions the historical sources of law that regulated society at that time. They include the Code of Hammurabi, the Mosaic Code and the early Roman law. All these laws will now be contextualised in terms of their relevance to the study:

2.4.1 The Code of Hammurabi

According to Carlson, et al. (1999:41), the Code of Hammurabi is the first known description that was used by society to regulate their behaviour and at the same time take vengeance on those who disobeyed the rules. The Code of Hammurabi is one of the oldest in the world. King Hammurabi enacted the Code in 1754 BC. The Code was designed to set fines and punishment to be able to meet the requirements of justice laws, which amongst others, included punishment such as an eye for an eye, and a tooth for a tooth. The Hammurabi Code was carved into a black stone in 1901. It is one of the examples of an

accused person being considered innocent until proven guilty. Nearly half of the Code dealt with matters of contract. Grosvenor (1951:20) posits that The Code of Hammurabi was far more than just a group of laws, but it was regarded as a way of life. This lifestyle was taken seriously by the Babylonians, and deeply shaped their norm and culture. Gordon (1960:16) argues that the Code was well and truly introduced into the heart of the Babylonian culture. It required parental consent for marriage and told fathers what they were able to do about inheritance. According to Merope (2005:1), King Hammurabi ruled for 42 years from 1749 until 1792. King Hammurabi was one of the kings who believed in justice. The laws of Hammurabi were the longest surviving text from old Babylon period. The Code of Hammurabi influenced modern legal practices, including how we deal with offenders. By today's standards, Hammurabi was a dictator, but although the Babylonians kept slaves, they too had rights. Slaves could purchase their freedom (fines) and they were protected from mistreatment (human rights) (Farman, 2018:1). Therefore, traces and links between the Code of Hammurabi and Unit Management can be established.

2.4.2 The Laws of Moses

According to Silverman (1996:48), the Mosaic Law is the biblical term first found in the book of Joshua. The Law of Moses were divided into three parts, namely.

- Code I: The Commandments, found in (Exodus 20:1-17), contain the laws of divine institution and establishment, including the moral law. This is the Magna Carta or Bill of Rights of human freedom (Palermo & White, 1998:32).
- Code II refers to the Ordinances, or the spiritual code, which included a complete Christian philosophy (doctrine of Christ), and was designed to present Christ as the only Saviour (Silverman, 1996:48). These ideas were presented in the descriptions of the Tabernacle, the Holy Days, the Levitical Offerings, and the daily activity of the priesthood.
- Code III, The Judgments was the social code - where divine laws of establishment were applied to social living. Questions of diet, sanitation, quarantine, soil conservation, taxation, military service, how to spend a honeymoon, which had to do with matters of divorce, slavery, inheritances, etc., were all covered (Mays &

Winfree, 2005:28). It was a complete set of laws and punishments. It is interesting to note that, because of these laws, Moses divided the nation into smaller manageable groups, a significant aspect that is also present in Unit Management in this era into the Correctional Centres of Excellence.

The strategy that Moses used was to appoint heads to lead 50 people and others would lead 100 people so that they become more manageable. This for the first time was documented to break groups down into smaller groups for control purposes. This is now applicable to the implementation of Unit Management into the Correctional Centres of Excellence. Therefore, Unit Management principle come a long way.

2.4.3 Roman Law

According to Mays and Winfree (2005:33), the Roman Republic was established in 509 BCE, the early Romans lived by laws of custom developed through centuries. Roman law originated from the City of Rome and spread through the whole Roman Empire. An important phasing in of Roman Law stopped in 510 BC when the Tarquinius Superbugs was expelled as a king, but it was revitalised during the renaissance at the end of the 11th century. Roman Law has left many inheritances such as the Digest, Codex and the Institutes. Roman Law can be easily applied in the context of Unit Management into the Correctional Centres of Excellence for its practice to offenders.

2.4.4 Medieval Times

According to Carlson et al. (1999:45), crimes that were committed before the 13th century were viewed as evils against all individuals and the punishment was that such a person will forfeit either his land and or property. During the medieval period, society was not bound together by written laws or a formal bureaucratic system but were bound together by a network of social relationships. The values of medieval times were depended on loyalty. According to Winter (2012:18), during the medieval times, confinement was used as a punishment and deterrence too, in the sense that it was meant to scare people from committing further crime. During the medieval period, governors were given powers to impose sentences as a way of forcing the community to comply with the laws. Most of the punishments would be done in public so that community would be scared to commit crime.

The medieval times gave rise to the early reformers, whose work will now be discussed briefly to shed light on the evolution of penology. The initial work of the reformers instituted transformation that continued through the ages up to the point where new-generation institutions eventually originated and continued to develop.

After the Medieval times prisons developed rapidly. Those developments are discussed after the discussion of the early reformers, as these reformers played an important role in those developments. Therefore, the developmental phases do stop at the Medieval times, but continue, as incarceration remain a dynamic scientific field. In some instances, as already discussed under the different philosophies, modern new-generation institutions show transformation principles that have manifested in the ideas of the early reformers. It is these dynamics that brought about the development of new-generation prisons through unit management and gave origin to centres of excellence.

2.5 THE EARLY REFORMERS

2.5.1 Cesare Beccaria (1738-1794)

According to Mays and Winfrey (2005:35), Cesare Beccaria was an Italian jurist and an economist who was born in Milan on 15 March 1738. Beccaria was known to be one of the influential philosophers when it comes to penal reformers. Reid (1997:75) underscores that Beccaria advocated that following justice could only sentence a person, and that the sentence must be equal to the crime committed. He also advocated people should not stay for long on awaiting trial and that they must remain innocent until proven guilty. Beccaria's ideas brought about the Classical School of Criminology in Europe. Beccaria advocated that offenders should be treated humanely and with dignity. This is also applicable to the Unit Management principles in terms of human rights of offenders in treating them humanely. He contributed immensely in the determination of punishment such that his theory is even used in today's life by criminal justice system throughout the world.

2.5.2 Jeremy Bentham (1748-1832)

According to Reid (1995:76), Bentham was born in London, England in 1748. He graduated in law in the University of Oxford. Bentham appreciated the work of Cesare Beccaria and

later formulated ideas on utilitarianism principles. Bentham explained his philosophy as the one that would make the community happy. This principle is easily applicable to the Unit Management principle in terms of reintegrating offenders into the community for them to be responsible citizens. According to Craig and Roach (1994:103), Bentham developed a model prison called Panopticon where he would build prisons using utility principles. Bentham's ideas were approved in 1799 by Parliament but could not be implemented owing to the French British War.

2.5.3 John Howard (1726- 1790)

According to Barnes and Teeters (1959:329), John Howard is regarded as one of the greatest prison reformers in the ancient times. He is known today as the predecessor of the penitentiary. He is credited for telling the penitentiary system. John Howard conducted inspections in correctional centres all over Europe. John Howard was appointed the High Sheriff of Bedfordshire in 1773 and started learning about correctional centres. In 1777, he published an essay on the state of prisons. Nevertheless, John Howard did not only promote better conditions in the prisons, but he also focused on the conditions of officials working within the correctional centres. Both the latter ideas are today manifested in Unit Management into the Correctional Centres of Excellence.

2.6 THE DEVELOPMENT OF PRISONS IN AMERICA

The development of prisons has a long history and cannot be discussed in detail here. Therefore, this discussion will only focus on those developments that occurred since the inception of the concept of prisons as centres of excellence during the different ages. Some moments from history will be highlighted, for example, the developments in the Auburn and Pennsylvania systems. These systems have delivered the first evidence of individual treatment of inmates, some form of the division of inmate populations into smaller, manageable groups, and the intensified recognition of the human rights of inmates.

2.6.1 Walnut Street Jail

According to Schmallegger and Smykla (2005:205), the Walnut Street Jail was the first jail that was built in the State of Philadelphia in 1776. According to Barnes and Teeters

(1959:336), the Walnut Street Jail applied the principle of solitary confinement in America in 1790 for the first time, which influenced the treatment of offenders in America. The Walnut Street Jail was built such that offenders were held in individual cells and where they were expected to reflect and find ways to change their behaviour. According to Barnes and Teeters (1959:336), most of these changes included humane treatment of offenders. The Walnut Street Jail allowed for the separation of offenders looking at their age, gender and crime committed. After centuries of overpopulated dormitories, correctional systems are lately returning to the principle of single cells, or at least much smaller cells through the Unit Management concept.

2.6.2 Pennsylvania System

According to Williamson (1990:111), the Pennsylvania system was regarded as the leader of the penal reform system in the United States of America. The system was introduced to depart from the revenging system of an eye for an eye. According to Clear and Cole (1994:52), keeping offenders in solitary confinement would reduce costs. Pennsylvania system was introduced to influence future correctional centres. According to Siegel (2006:594), penal reform in the United States of America was first established in Pennsylvania under the guidance of William Penn. During the colonial period of the American history, William Penn (1644–1718), the founder of Pennsylvania, played an important role in ensuring that the society treats offenders humanely. Penn focused on only two crimes in Pennsylvania namely: murder and treason. He believed that confinement and labour were fair and effective punishments for most offences. The Pennsylvanian system was based on the following principles:

- Offenders should be treated humanely so that they can change their behaviour.
- Offenders who misbehave must be kept in solitary confinement.
- Offenders will have ample time to try to change their behaviour.

Solitary confinement is a punishment because human beings were not meant to be alone. In 1718, Penn died, and the Pennsylvanian system was considered a failure because it did not realise its mission. As a result, offenders ended up sharing cells. The system is appropriate to the current situation in that it advocates for the humane treatment of offenders.

2.6.3 The Auburn System

According to Siegel (2006:594), the Auburn Prison was built in 1816 with the intention of alleviating overcrowding at Newgate. The Auburn system was commonly known as the congregates system. According to Schmallegger and Smykla (2005:205), the system was aimed at the rehabilitation of offenders through industry, workshops, obedience, and silence. The Auburn system was considered weaker than the Pennsylvania system. The model of the system was solitary confinement that allowed prisoners to congregate during the day while they worked and ate. At night, they slept in individual cells. There was enforced silence throughout the day. This was done purposely to prevent contamination and was considered an important tool to prison discipline. Prison officials initiated several disciplinary measures towards offenders such as marching in an orderly fashion when getting food, seated in an orderly fashion when counted and exercising corporal punishment to those who opposed discipline. The Auburn system was very economical as opposed to the Pennsylvania system because of the way cells were constructed and the silent day labour system. The Auburn system gained international reputation. According to Luyt (2018:31), certain aspects of Auburn system are still applicable in the South African correctional centres in the sense that offenders are sleeping in beds inside the correctional centres. The Auburn system is also applicable in the Correctional Centres of Excellence in the sense that offenders are given skills while incarcerated inside the Correctional Centres of Excellence so that they may utilise them when released.

2.6.4 The Cincinnati Declaration

According to Fox and Stinchcomb (1995:121), in 1870, The National Congress of Penitentiary and Reformatory Discipline met at Cincinnati to develop the new reformatory model. The principles, which were made by the declaration, were that:

- Offenders should be given self-respect.
- Offenders must be able to decide for their future.

According to Fox and Stinchcomb (1995:122), Maconochie came up with the system of determinate sentencing where offenders could be discharged earlier owing to good behaviour. According to Jarvis (1978:30), determinate sentences were used to encourage

offenders to progress through phases, which will lead early release from prison. In 1870, the American Prison Congress examined prison conditions in the United States of America and proposed that the Maconochie-Crofton reformatory system be put in place. In 1876, the first reformatory system was instituted in Elmira New York. The whole impression behind the reformatory was to build up a correctional atmosphere that would transform offenders. The administrators of the reformatory cultivated the culture of training programmes for offenders and maintaining discipline. As years went by, the reformatory model proved to be unsuccessful. According to Schmallegger (2001:449), some standards created by the reformatory model are still being used today. The Cincinnati Declaration is also applicable in the current situation where offenders are encouraged to have skills to be utilised when released from the Correctional Centres of Excellence so that he can be a responsible person.

2.6.5 The Elmira System

According to Schmallegger and Smykla (2005:205), the Elmira system emanated from the Auburn system. The Elmira system replaced both the Pennsylvania and the Auburn systems. The new system put emphasis on change of offender behaviour, religion and educational background. The Elmira system also came up with the alternative sentencing where offenders would be placed on community. The move saw America moving away from determinate sentences to alternative to imprisonment. The Elmira system forced the government to change the building structure of prisons to include classes and training areas. The Elmira system came up with terminologies such as referring offenders to students and or patients. Although the Elmira system did not bear good results, its principles are still being practiced even today. The Elmira system is still relevant to the current Correctional Centres of Excellence in the sense that it is based on the mentality of educating offenders, the same as the mentality on the implementation of Unit Management into the Correctional Centres of Excellence. The idea is to put offenders in smaller units so that they can be more manageable for the implementation of the correct programmes.

2.7 THE NEW-GENERATION ENVIRONMENT DESIGN AND BEYOND

According to Siegel and Bartoli's (2014:33), the new-generation correctional centres are designed to provide surveillance to offenders during the day and night. The system

advocates for the supervision of offenders into their cells by correctional officials on a daily basis.

New-generation correctional centres are in their fourth generation (Luyt, 2018:55). The second-generation correctional centre differs from the first-generation correctional centres in the sense that it uses indirect remote surveillance on the supervision of offenders. The noticeable feature about these two-generation correctional centres is the separation of offenders from correctional officials. Supervision and control of offenders is regarded as a priority. One of the main challenges about traditional correctional centres is overcrowding. Shortage of officials is also a challenge, along with the maintenance of the structures. These challenges are also applicable in the Correctional Centres of Excellence in South Africa. The fact that the ratio of officials to offenders does not balance proves to be another serious challenge. This also result into the safety of both officials and offenders. The correctional programmes remain a challenge.

The third-generation correctional centre developed from the previous two-new generation correctional centres. Third generation-correctional centres include direct supervision of offenders by officials. Each unit inside the correctional centre is managed by a unit manager and provides all services to offenders. The structure of the third-generation correctional centre is fully designed to suit the concept of Unit Management.

The new generation concept puts Unit Management central to operations. The most contribution for the new generation prisons is the holistic inmate development and including developing offenders educationally. A fourth-generation correctional centre concept already exists, but Siegel and Bartoli (2014:45) argue that the fourth-generation-correctional centres are so far still limited to the United States of America. Luyt (2018: 42) supports their view because the concept includes aspects of inmate sexual interaction and rape that are not yet implemented in South Africa as well as the implementation of the Prison Rape Elimination Act in the United States of America.

2.8 THE PHILOSOPHY OF UNIT MANAGEMENT

Unit Management is regarded as one of the systems that has been developed during 1960's. However, Unit Management reached South African shores after 1994. Luyt, Jonker and

Bruyns (2010:1) relate that Unit Management has proved to be an effective correctional management tool in countries such as Australia, Canada, Denmark, Israel, Japan, New Zealand, the Netherlands, the United Kingdom and the United States of America. Therefore, worldwide implementation is growing, and the concept is attractive to African countries. According to Luyt, et al., (2010:1), the concept of Unit Management has become the most comprehensive correctional management tool throughout the world in modern times. It is therefore on these grounds that the South African Government adopted the concept of Unit Management into the Correctional Centres of Excellence. Thereafter, it was extended to other correctional centres in ensuring that it is fully practiced. Today many correctional centres are termed the Correctional Centres of Excellence since they are practising the concept of Unit Management as a management and rehabilitation tool.

2.8.1 Definition of Unit Management

Unit Management is an approach to offender and prison management designed to improve and control relationships by dividing the larger prison population into smaller, more manageable groups, while improving the service delivery of correctional services (Livingston, 1999:3). Luyt (2010:2) defines Unit Management as a decentralised approach to institutional and offender management that divides prison population into small, manageable entities to:

- Develop control over offenders;
- Adopt good relationships and offender development; and
- Deliver an effective correctional service.

2.8.2 The Principles of Unit Management

Principles of Unit Management are about tools available to manage offenders in terms of direct supervision, control of offenders, conflict resolution, and job satisfaction for officials in terms of their daily work performance and a stress-free environment. Luyt (2010:6) relates that the effective principles of Unit Management are that:

- The total number of offenders in a correctional centre must be divided into more manageable groups administratively, architecturally and geographically.

- Permanent officials employed by the Department of Correctional Services must be assigned to manage security, administration and accommodation.
- Officials are expected to perform several duties including night duties, security, custodial duties, and case management thus conducting of correctional programmes.
- A conducive environment should be created for all offenders, which reflects normal life in correctional community.
- A system of rewarding offenders incentives for good behaviour should be created in the unit.
- Management to respond to concerns of officials and offender's complaints and requests.
- A multi-disciplinary approach to be adopted in terms of offender's releases.
- Operations are in line with the unit plans.
- Each team should have a delegated authority to make decisions, allocate time for meetings, set its own goals, objectives and strategies.

2.8.3 The Four Pillars of Unit Management

According to Luyt (1999:203), Unit Management consists of four components, namely, architecture, case management, risk management and security management. The four pillars will be briefly discussed below, but a more detailed discussion will follow in Chapter 4 concerning South African implementation.

2.8.3.1 Architecture

According to Carlson and Garrett, (1999:337), the structure of the correctional centres has an influence in the implementation of Unit Management. In South Africa, Correctional Centres of Excellence were built in such a way that they were aligned to the correct structure of Unit Management.

2.8.3.2 Case Management

According to Luyt (1999:127), case management is a systematic process whereby the services and resources in corrections are combined to match the needs of offenders. Case management is regarded as the most important component of Unit Management. Case management strengthens the relationship between the staff and the offenders. The progress of offenders is monitored through the stay of offenders in the Correctional Centres of Excellence.

2.8.3.3 Risk Management

According to Jones (1976:4), risk management is the rate at which the occurrence of any kind of action can be observed. Risk management guides people in making sound decisions. Risk management is applicable in the Correctional Centres of Excellence to manage the actions of offenders before reacting to the situations.

2.8.3.4 Security Management

According to the ((Department of Correctional Services, White Paper in Corrections 2005:149); one of the primary responsibilities of the corrections systems is to house offenders safely until they are removed from prison. According to Luyt (199:114), people criticise the relationship of security and Unit Management. Unit Management will forever be implemented in conjunction with the security. The implementation of Unit Management into the Correctional Centres of Excellence in Johannesburg Management Area is implemented whilst the security of offenders is taken into cognisance.

2.9 ESSENTIAL FEATURES OF UNIT MANAGEMENT

According to Luyt, et al., (2010:8) the implementation of Unit Management is supported by all management levels. The different levels will be discussed below:

2.9.1 Support

The implementation of Unit Management must be supported by all the management levels especially the top management in overseeing its full implementation. Top management must monitor the implementation of Unit Management into the Correctional Centres of Excellence to give feedback to Parliament.

2.9.2 Operational Guidelines

According to Houston (1999:331), there are guidelines that need to be followed in the implementation of Unit Management. The guidelines are as follows:

- Operational policy about the implementation of Unit Management from Head Office;
- A manual for each correctional centre from Head Office; and
- Unit plans for each unit.

2.9.3 Continuity

One of the main aims of Unit Management is to ensure continuity. According to Luyt, et al., (2010:8). There are three aspects of continuity. These aspects will be discussed as follows:

- Continued co-operation between staff and offenders: continuous interaction between staff and offenders will lead to development of trust between the two parties.
- Permanent staff members assigned to units: Staff members must not be rotated for at least a period of nine months.
- Offenders remaining in the same unit: Offenders should as practical as possible be kept in the same unit until the duration of his release period to be able to finish correctional programmes.

2.9.4 Unit Population Size

The total number of offenders must determine the size of the unit. According to Luyt et al. (2010:10), the ideal number should be 200-250 offenders per unit. Special units should not house more than 125 offenders.

2.9.5 Staffing and Office Hours

According to Luyt et al. (2010:12), staffing of officials must be intended for direct supervision and interaction between staff and offenders. Unit managers and case managers must ensure that the unit is supervised during the day and night. The unit manager will determine office hours.

2.9.6 Access to Staff

According to Luyt et al., (2010:12), the access between staff and offenders is essential in the way of planning correctional programmes together.

2.9.7 Regular Inspection

According to the (Department of Correctional Services, White Paper in Corrections (2005:85), inspection must be conducted on a regular basis by officials to the units. This will keep the cells neat and tidy.

2.9.8 Structured Day Programme

A structured day programmes must be developed and be available to all offenders in the units. The structured day programme allows officials to monitor offenders individually. According to Alleman and Gedo (1998:121), the following is an example of the daily structured programme for offenders:

FIGURE 1: DAILY STRUCTURED PROGRAMMES FOR OFFENDERS

Time	Activity
06h00-07h00	Showering and counting
07h00-08h00	Serving of breakfast
08h00-09h00	Span duties; school; Industries and workshop; and Hospital
09h00-10h00	Cleaning of court yard
12h00-13h00	Lunch time
14h00-16h00	Group and individual counselling
16h00-17h00	Exercise
17h00-18h00	Serving of supper

2.9.9 Decentralisation

According to Silverman (2001:251), Unit Management is making use of a decentralised approach. This enables the operation to function as a decentralised unit so that administration can be done in one unit until the offender is released from prison.

2.10 KEY FACTORS FOR THE SUCCESSFUL IMPLEMENTATION OF UNIT MANAGEMENT

According to Luyt, Jonker and Bruyns (2010:22); the implementation of Unit Management must include strategies such as, to convert current correctional centres to low cost, gradual implementation of Unit Management into the correctional centres, to identify community volunteers, constant interaction with subordinates, custodial staff to be directly involved with offenders, staff members to be given priority on higher posts, and staff to be constantly trained in Unit Management.

Successful implementation of Unit Management can be achieved by implementing the strategies as mentioned above.

2.11 STUMBLING BLOCKS AND OBSTACLES

According to Luyt et al., (2010:22) there are several stumbling blocks that may take part during the implementation of Unit Management. The obstacles, among others include lack of sharing the vision and the mission, lack of communication, lack of trust, access to staff, and decentralised decision making by line managers.

Obstacles can be avoided by means of constant interaction between staff and offenders.

2.12 MEASURES TO AVOID OBSTACLES

According to Luyt et al. (2010:23) obstacles can be avoided. The following measures were pointed out to avoid obstacles:

- Improved communication between officials and offenders;
- Assigning permanent staff to the units;
- Regular counting of offenders;
- Adopting a paperless system to pay attention to offenders;
- Adopting a multi-disciplinary approach to hearings;
- Compulsory attendance of reclassification meetings by offenders; and
- Encouraging group meetings.

The measures to avoid obstacles can be implemented successfully for the betterment of the Unit Management concept.

2.13 ADVANTAGES OF AND DIADVANTAGES OF UNIT MANAGEMENT

Unit Management as a multidisciplinary approach has advantages on correctional officials, offenders and correctional centres. Unit Management also promotes good and sound communication between officials and offenders. According to the (Department of Correctional Services, White Paper in Corrections (2005:85-86), Livingston (1999:2), Silverman (2001:251); Unit Management ensures that officials take responsibility and accountability in controlling offenders and developing them. The following are the advantages of Unit Management: (Luyt, et al., 2010:23).

2.13.1 Advantages of Unit Management to Officials

According to Luyt et al., (2010:23); the following are the advantages of Unit Management to officials:

- Management delegates authority to unit managers to take more responsibility and accountability in managing and controlling offenders.
- Achievement of set goals in terms of developing offenders can be seen with the naked eye.
- Delegation of authority makes staff to be fully involved and participate more in the day-to-day running of the Unit.
- Use of sick leave is minimised.
- Misconduct by staff is minimised.
- Workload is minimised.
- Management decision to involve staff and delegate authority improves the morale and encourages staff to have a positive attitude towards their work; and
- Staff then tend to be more open to one another and share work positively; this increases production and decreases unnecessary sick leaves and misconducts like assaulting offenders. Working environment becomes conducive.

Advantages of Unit Management to officials will assist in the development of offenders by correctional officials.

2.13.2 Advantages of Unit Management for Offenders

According to Luyt et al., (2010:23), the following are the advantages of Unit Management to offenders:

- Unit management allows offenders to take more responsibility for their own development and to develop respect between themselves and the correctional officials.
- The human treatment of offenders by staff improves

Advantages of Unit Management to offenders will help offenders to take more responsibility so that they can be responsible persons after release.

2.13.3 Advantages of Unit Management for Correctional Centres

According to Luyt et al., (2010:23), the following are the advantages of Unit Management to correctional centres:

- Unit Management improves interaction between offenders and officials by means of communication tools.
- A larger unmanageable number of offenders are divided into a smaller and more manageable group for control purposes.
- Offenders become friends, and this prevents gangsterism.
- Interaction between offenders and correctional officials improves.
- Classification of offenders and treatment thereof yield positive results.
- Programmes conducted are reviewed on regular basis.
- Negative thoughts from offenders are detected.
- The development of common goals improves.
- The quality of decision-making strategies to correctional officials and managers improves.
- The flexibility of programmes to meet the needs of the individual offender improves.
- Conflicts between offenders and correctional officials improves.
- Order and cleanliness are preached and practiced.
- Classification and treatment of offenders improves.

Advantages of Unit Management to correctional centres will always assist to improve the communication between officials and offenders in terms of conducting correctional programmes.

2.13.4 Disadvantages of Unit Management

Unit Management works on advantages and disadvantages. According to Luyt et al., (2010:23), disadvantages of Unit Management are mentioned as three: The following are the disadvantages of Unit Management:

The cost of Unit Management

According Houston (1995:260), implementation of Unit Management to correctional centres is exclusive. It requires huge budget to maintain the institutions. The cost of modern correctional centres is higher than those of traditional prisons. Cost can only be saved on overtime of officials.

Time and resources to implement Unit Management

Most time and resources should be dedicated to the implementation of Unit Management. Planning of Unit Management consumes more time. Unit management is planned in proportion to funds, physical structure, personnel availability, and their qualifications. All these need proper planning and time.

Threatened hierarchical order

Unit Management is a concept that deals with sharing of power to unit managers. Many see this as a threat to their positions. Managers must be empowered to see the necessity of sharing responsibility within Unit Management concept.

Disadvantages of Unit Management will always help managers to be able to cope and improve on the weaknesses of other managers.

2.14 SUMMARY

The history of punishment and the development of prisons had a great impact on the development of corrections as a phenomenon. Offenders in the ancient era were exposed to harsh punishment. The history of the correctional system has always been related to the punishment of offenders, which excluded rehabilitation of offenders. The study emanates from ancient point of view, from the Middle Ages and up to the development of prisons in America. The study on the origins of prisons focused at the great philosophers of penology,

who contributed in the shaping of the corrections system. The philosophy of punishment and its impact on shaping the penological ideologies were also discussed in this chapter. The study also focuses on the new generation prisons which are first, second, third, and fourth generation prisons. These new prisons generation leads us to the Correctional Centres of Excellence where focus is put on the rehabilitation of offenders. The philosophy of Unit Management is also discussed in this chapter. The following chapter gives perspective on the implementation of Unit Management into the Correctional Centres of Excellence in the current environment as well as international perspective on Unit Management.

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CHAPTER 3

INTERNATIONAL PRACTICE ON THE UNIT MANAGEMENT APPROACH

3.1 INTRODUCTION

To have a clear understanding of Unit Management, one also needs to study the concept practised in those international countries where it is implemented. The discussion in this chapter will focus on the implementation of Unit Management in the international arena. More specifically, the discussion in this chapter will focus on the implementation of Unit Management and its practices in the following correctional systems:

- The United States of America;
- New South Wales in Australia; and
- Canada.

Emphasis will be placed on the implementation of Unit Management, structure of Unit Management, the offender population, classification of offenders, and the correctional programmes.

3.2 THE UNITED STATES OF AMERICA

In understanding the history of corrections in America, one needs to trace the influence of ideas that guided the society's use of imprisonment as a criminal sanction, namely: penitentiary, reformatory and rehabilitative ideas. According to Courtless (1998:119), the first correctional centre in America was established in 1773 in an abandoned Connecticut copper mine. Newgate of Connecticut was in fact regarded as a failure for it never fulfilled the initial objective for which it was built because of overcrowding. According to Champion (2001:52), two prison models came to the lead during the 1820's in the United States, namely, the Pennsylvania system and the Auburn system. The Auburn system, better known as the congregate system, was a harsh programme where offenders were kept in solitary confinement during the evening but worked together during the day. Champion (2001:52) argues that prisons in the United States of America began experiencing major overcrowding problems in the mid-1820s as well as poor management of correctional centres. According to Clear and Cole (1994:240) the Federal Bureau of

Prisons also required more humane treatment of offenders and contended for better living conditions in clean, well-managed institutions. Professionalism was a new goal established by many state and Federal prison administrators.

Clear and Cole (1994:240) explain that the United States of America has three correctional systems namely:

- County jails
- State prisons
- Federal prisons.

3.2.1 The County Jail System

According to Albert (2010:4), the purpose of a jail is to receive and hold all individuals pending their trial or conviction or sentencing at the county level. Jails also house those offenders who are sentenced to less than one year when facilities are overcrowded. According to Stinchcomb (2005:126), jails are operated locally to house incarcerated offenders before they are sentenced by the court of law. The only difference between the prison and jail is that prisons are for long-term incarceration while jails are for short-term holdings. Harry, Clifford and Simonson (1992:79) argue that offenders who are kept in jails among others includes mentally ill offenders, federal offenders, parolees, and probationers who are awaiting trials and all those offenders who are sentenced to state prisons. All these types of offenders will then later be transferred to medium and or maximum correctional centres for security reasons.

3.2.2 The State Prison Systems

The political system of the United States of America dictates that each state has its own prison system. As a result, correctional centres are managed separately by each State. According to Seiter (2012:215), the correctional systems of the United States of America form the central part of most State correctional programmes with the combination of punishment and reform. Therefore, correctional officials are expected to change the behaviour of offenders to prevent them from committing further crimes.

The programmes were operated on a limited budget for each State and not all State systems are fully functional as far as Unit Management is concerned.

3.2.3 The Federal Prison System

The Federal prison system is responsible for incarcerating inmates who have transgressed federal laws. According to Champion (1998:244), the Federal Bureau of Prisons was established in 1930. Congress created the Bureau together with government to incarcerate offenders who were violating federal laws. The Federal Bureau of Prisons took a lead in the implementation and operations of correctional Unit Management. According to Clear & Cole (1994:23) the approach of Unit Management was populated in all Federal Prisons in the United States of America. Many developers in corrections, especially within the Federal Bureau of Prisons, influenced the implementation of Unit Management, (Clear & Cole, 1994:23). Further discussions will focus on the Federal correctional system, as it is the first system in the United States of America where Unit Management was fully implemented.

3.3 OFFENDER POPULATION

The Federal system is the smallest of the three tiers of incarceration in the United States. The following table indicates the number of offenders that are incarcerated by the Federal Bureau of Prisons as of October 2018.

FIGURE 2: NUMBER OF OFFENDERS INCARCERATED BY THE FEDERAL BUREAU OF PRISONS AS OF OCTOBER 2018

Sentence length	Number of offenders	Percentage of offenders
0 to 1 year	5 187	2.3 %
1 to 3 years	19 268	11.4%
3 to 5 years	19 037	11.2%
5 to 10 years	42 813	25.3%
10 to 15 years	35 802	21.1%
15 to 20 years	19 338	11.4%
20 years or more	23 336	13.8%
Life	4 698	2.8%

Death penalty	57	1%
Total females	12 692	7.0%
Total Males	168 610	93.0%

Adapted from: Federal Bureau of Prisons Manual 2018

The sentence category of between 0-1 year in the Federal Bureau of Prisons falls to all offenders who committed petty offences are represented by 5 187. The sentence categories of offenders who are sentenced between 1 and 3 years are those who committed crimes such as common assault and are at 19 268. The number of sentenced offenders who are sentenced between 3 and 5 years are 19 037. Offenders who are sentenced between 10 and 15 years are 35 802 while the number of offenders who are sentenced between 15 and 20 years are 19 338. Offenders who are sentenced between 20 years and more are 23 336, offenders who are sentenced for life imprisonment are 4 698. In addition, offenders who are sentenced for death penalty are 57, the total number of female sentenced offenders is 12 692, and the total number of sentenced male offenders is 168 610. It is interesting to know that in the Federal Bureau of Prisons they are still using the death penalty because there are 57 offenders who are still awaiting death penalty.

3.4 ORGANISATIONAL STRUCTURE

All Federal correctional centres use Unit Management as a tool for the rehabilitation of offenders. According to Luyt (1999:34), the decision by the Federal Bureau of Prisons to adopt Unit Management as an operating philosophy reflects a shift to decentralised organisation. Traditionally, correctional institutions arrive to a decision through a protocol hierarchical management structure, whereas Unit Management seeks to decentralise those decision-making powers, by ensuring that when decisions are made at the unit level. They are made with a clear knowledge and understanding by people and personnel who are well conversant with the unit rules and regulations including the offender. This is the reason why the purpose of Unit Management is to divide the correctional centre into smaller functional and more manageable units of +-50-200 offenders, each with its own permanent assigned staff members and unit manager.

Correctional centres may feature a classroom, worship hall, gymnasium, recreation yards,

laundry mat, dining hall, kitchen, vocational shop, housing units, a medical and dental clinic, and administrative offices. According to Clear and Cole (1994:313), well-trained professionals serve in security, education, services, maintenance, health care, management, and administration while ensuring the safety and security of offenders, colleagues and the greater community. Through Unit Management, offenders are housed in small units and managed by a familiar core team, with whom they vocational, life skills, drug treatment, and other correctional programmes. There are several role players involved in the management of the offender on the Unit Management concept. The following diagram indicates the structure of Unit Management in American Federal correctional centres (Clear & Cole, 1994:313).

FIGURE 3: ORGANISATIONAL STRUCTURE OF UNIT MANAGEMENT

Assistant Warden	
Chief Unit Management	Chief of security
Unit manager	Shift supervisor
Correctional counsellor	Lieutenants
Case manager	Senior/sergeants
Unit officers	Non-Unit Officers

Adapted from: Federal Bureau of Prisons, Unit management manual 1995

The key role players in the implementation of Unit Management have each a specific role and responsibilities to play: The following are the responsibilities the officials:

The Chief of Unit Management

The role of the Chief of Unit Management is to oversee the operation of Unit Management in compliance with the unit plan and Unit Management manual, supervises unit managers, make rounds through all units to assess the quality of Unit Management and direct supervision, and meet with department heads to ensure facility support of Unit Management.

Unit Manager

The Unit Manager is responsible for managing and directing housing units, planning, developing, implementing, supervising, and coordinating individual programmes, chairing all unit disciplinary Committee meetings, controlling all correspondence and programmes generated at the unit level, Supervising unit staff and overseeing unit programme, developing the unit plan and mission, objectives, schedules and programmes, chairing reclassification and other unit team meetings; and makes daily routines in the units.

The Case Manager

The role of the Case Manager is to recommend changes in the offender classification and programme assignments, communicates with external agencies regarding offender, develop, and support offender individual programme plans, support positive family contact and interaction, deliver programming and develops positive, meaningful offender activities, and make regular routines in the unit.

The Correctional counsellor

The role of the Corrections Counsellor is to address daily living issues of offender, ensures programs are delivered, designed and planned, makes regular routines in the unit, and provides input regarding offender reclassification and unit activities.

Unit Correctional Officer

The role of the Unit Correctional Officer is to complete all assigned security checks and maintain an effective level of communication with inmate, supervise offender's works, address daily living issues of offender; and make regular routines in the unit.

The Chief of Security

The role of the Chief of Security is to direct all the administrative work to security personnel and operations in each facility, including supervision of shift supervisors.

Shift Supervisor

The role of the Shift Supervisor is to supervise administrative and operational security activities and effectively manage staff during assigned shift to maintain adequate security aspects.

Lieutenant

The role of the Lieutenant is to assist shift supervisors by overseeing security, administrative and operational activities of the facility, including maintenance of shift logbook and related administrative records and reports.

Senior Sergeants

The role of the Senior Sergeants is to supervise security staff who provide first-level oversight of non-unit correctional officers and who may be assigned to special security posts or operations.

Non-Unit Officers

The role of the Non-Unit Officers is to perform routine duties in accordance with established policies, regulations and procedures to maintain order and provide for the security, care and direct supervision of offenders in housing units, at meals, during recreation, on work assignments and during all other phases of activity in a correctional facility.

3.5 UNIT RULES AND REGULATIONS IN THE FEDERAL SYSTEM

Unit rules and regulations must be included in all offender orientation files in both Spanish and English. Offenders must wear appropriate clothing within the living unit. Consideration must be given regarding clothing for those who work shifts other than normal work call.

The rules and regulations should include the following:

- Television/recreation rules;
- Quiet hours/lights out;
- Personal property;
- Room/cell assignments;
- Intra-unit visiting;
- Offender “dress code; and”
- Prison Rape Elimination Act (PREA) announcements and information.

The unit team is also supported by colleagues in offender programmes, health services, management, and administration, as they collectively work to maintain safety and security and promote rehabilitation and facility-wide.

3.6 CLASSIFICATION OF OFFENDERS IN THE FEDERAL SYSTEM

According to Schmalleger and Smykla (2005:254), classification is the process of subdividing the offender population into meaningful categories to match offender needs with regarding correctional plan of action. According to the Federal Bureau of Prisons Annual Report 2016, the number of inmates incarcerated in the Federal Bureau of Prisons as of 2016 were 18 196 Federal inmates incarcerated in privately managed facilities, 151 830 federal inmates in the Bureau of Prisons custody, and the whole total is 180 290.

Stinchcomb (1999:309) argue that the aim of the offender classification system in the Federal Bureau of Prisons is to place an offender in a safe and secure environment while looking at educational and medical needs. The Federal Bureau of Prisons classification system was practiced as far back as 1930. As of today, the Federal Bureau of Prisons manages 122 corrections facilities and makes use of the classification system, which is classified under security levels namely:

Minimum

Cilliers (2008:115) asserts that the minimum category of offender classification is all those offenders who pose low risk of escaping from prison. These types of offenders are not escorted inside.

Medium

Offenders in this category pose risk to the community. Naser (1993:25) stipulates that such offenders are having a challenge of social behaviour with the community. Such offenders must be guarded always and escorted by officials. Offenders in this category be placed in the programmes to work on their behaviour.

Maximum

According to Carlson and Garrett (2008:62), these type of offenders poses serious escape risk and threats to other offenders and officials. They should be kept on single cells for safety reasons. Such offenders should be on the eyes of officials always. They must be kept on hand or foot cuffs always. Their movement must be authorised by the head of prison.

The security level is, Inter alia, based on the ratio of inmate to official. The Federal Bureau of Prisons has contracted with private corrections companies to manage and operate some correctional facilities in housing offenders, but for the most they do the management themselves. This process has resulted in eleven per cent of the Federal Bureau of Prisons population being housed in private facilities (Mays & Winfree, 2002:133).

The court of jurisdiction will ensure that the paper work for offender is fully completed before the offender can be handed to the Federal government for assessment. This step is taken to identify the offender who initially appeared before the court. Until such process is completed, then the Federal Bureau of Prisons will allocate a place of Federal confinement. The allocation process is normally completed within seven working days until the offender is classified (Champion, 2005:35).

3.6.1 Security Classification of Offenders

Classification and security systems are regarded as important in the management of correctional centres in the Federal Bureau of Prisons. According to Silverman (2001:150), the level of security and safekeeping are two classification decisions that must be made for each offender by the classification committee.

The allocation of an offender is dependent on the category in which the offender is

categorised. The designation manual has nine categories of scoring an offender according to his criminal record.

The table below represents the scoring of an offender for classification purpose in the Federal Bureau of Prisons:

FIGURE 4: SCORING OF INMATE CLASSIFICATION

Voluntary Surrender to Custody	Where a court allows an offender to voluntarily surrender himself to Federal Bureau of Prisons
Severity of current offence	Where the behaviour of an offender is considered during the arrest
Escape	Where an offender is given scores based on his behaviour whilst incarcerated
History of escape attempts	Assessing the escapes and absconding
Detainers	Where an offender is scored according to their age
Educational level	Where offenders are assessed based on their qualification
Drug/Alcohol abuse	Assessing how an offender abused drugs and or alcohol in the last five years.

3.6.2 Models of classification

According to McShane (2008:103), classification of offenders consists of three basic models, namely, the consensus model, equity-based system and predictive model.

3.6.2.1 Consensus Model

Consensus model is implemented and used where departments do not have resources to collect data for classification of offenders. This tool is used to examine offences, the types of crime committed, the length of the sentence, and previous convictions (Clear & Cole, 1997:136).

3.6.2.2 Equity-based System Model

Equity-based Model focuses on the current crime committed and the previous convictions of an offender. This helps in placing the offender to the relevant programmes during the incarceration into the correctional centre (Bruyns, 2007:78).

3.6.2.3 Predictive Model

Predictive model focuses on the behavioural patterns of an offender in terms of psychological, social and medical factors (Sechrest, 1987:3).

3.6.3 Classification for treatment needs

According to Clear and Cole (1997:137), offenders are classified according to the nature of correctional treatment relevant to their current conditions and situations. According to the American Correctional Association (1981:94), written policy and procedure provide for offender classification in terms of level of safekeeping required, housing assignment and participation in correctional programmes. These programmes must be reviewed annually taking into the types of offenders incarcerated.

3.6.3.1 Classification of female offenders for treatment purposes

The assessment tool is used to assess special needs of offenders is also applicable to female offenders. Van Voorhies (2001:7) asserts that programmes such as mentoring, gender-education programmes, substance abuse and mental health programmes should be offered to female offenders to help them deal with the normal situation. Clear and Cole, (1997:137) accentuates that the Centre for Substance Abuse treatment has identified 17 programme areas that need to be offered to female offenders namely: The following are the programme areas for female treatment of offenders, low self-esteem; race, ethnicity and cultural issues, gender discrimination and harassment, disability related issues, relationships with family and significant others, attachments to unhealthy interpersonal relationships, interpersonal violence including incest, rape, battering and other abuse, eating disorders, sexuality including sexual function and sexual orientations, parenting, grief related to loss, to the loss of the substance that was being abused and the emotional, losses related to women's children, family members or partners, appearance and overall health and hygiene, isolation

related to lack of support systems which may or may not include family members and/or partners and other resources, life plan development; and child care and child custody.

The assessment tool is used to ensure that offenders are assessed from admission to the release process in ensuring that offenders are made better persons after release.

3.7 MEDICAL NEEDS OF OFFENDERS

Apart from the security level where an offender is classified, the Federal Bureau of Prisons assigns offenders to a medical care level. The medical care level is the system that allows offenders to be treated for medical reasons while incarcerated into their correctional facilities. This system is divided into the following levels:

- Care Level 1: This type of care level is designed for offenders who are still healthy and but capable for medical treatment and who are younger than 70 years of age. These offenders are seen every six months.
- Care Level 2: This type of care level is designed for offenders who are out patience and have chronic illness such as asthma, diabetes, epilepsy and who require clinician evaluations.
- Care Level 3: This type of care level is designed for offenders who are fragile and that require frequent clinical visits. These types of offenders will require daily supervision with illnesses such as HIV/AIDS, cancer, heart failure, and liver problems.
- Care Level 4: This type of care level is designed for offenders who are severely impaired and requires daily supervision. Such type of offenders would be hospitalised.

The designation team therefore captures this information into the computer for record purposes regarding all offenders incarcerated in correctional centres. This system can be compared to that of the Correctional Centres of Excellence in the sense that all information of offenders must be put into the computer for record purposes.

According to Walsh (2001:141), classification of offenders in the correctional system is

seen as a way of maintaining security and discipline to offenders, by regrouping them in separate places according to their crime prognosis. It is essential to be precise about the criteria that are being utilised so that one also considers the type of programmes the offender must be involved in after he/she has been classified. Every offender admitted into the correctional centre must be evaluated in terms of personal, criminal, medical, and social history.

According to the American Correctional Association (1981:94), a written policy and procedure provides for offender's classification in terms of level of custody required, housing assignment and participation in correctional programmes. Classification of offenders is more critical in terms of managing a huge number of offender cases in social programmes more successfully.

3.8 CORRECTIONAL PROGRAMMES IN FEDERAL CORRECTIONAL CENTRES

After an offender has been classified and allocated, an individual correctional programme must be formulated, which will include identified needs for example, drug treatment, education, vocational training, and jobs as and when the need arises. The unit team will from time to time review the programme depending on the needs of an offender. This is where direct contact with an offender begins, including communication as well as understanding. Correctional programmes in this instance include educational programmes, vocational programmes, and skills aimed at improving the behaviour of offenders. The Unit Management concept places offenders near staff working with them. This improves the quality of relationships between staff and offenders by providing direct observation of offender behaviour, especially when the correctional official must give recommendations for the offender.

According to Clear and Cole (1997:137), Matshaba (2007:66), rehabilitation programmes play an essential role in the development of offenders. Offenders should be subjected to programmes designed according to their needs and classification and must be reviewed on a continuous basis. Such programmes must assist offenders during their incarceration and upon release to the community. According to United States Bureau of Prisons (2017:5), the unit manager develops a schedule of unit programmes, services, and activities that specify

details such as time, place, frequency, title, etc. This document must be current, maintained continuously, and posted for easy offender and staff access. This schedule contains an explanation and list of all unit programmes, services, and activities such as town hall meetings, counselling groups, classification and Programme Review meetings, unit recreation programmes, meal rotation, mail procedures, grooming procedures; and institution religious programmes.

Unit staff must work with institution programme staff in coordinating and implementing programmes for inmates to include community volunteer programmes. New programme being developed involving inmates from the unit require consultation with and approval by the unit manager prior to implementation. Where possible and practical, the programme should be conducted inside the unit. Recreation activities and special events are specifically encouraged to be developed on the unit level where possible and practical. Individual and unit group counselling is recommended and should be available in each unit. It is encouraged that each counsellor provides a minimum of four hours counselling per month. This could be in the form of individual counselling, structured group counselling, or any combination of the two. The Federal Bureau of Prisons has developed other programmes for offenders. The table below illustrate correctional programmes for inmates (Livingston, 1999:85).

FIGURE 5: CORRECTIONAL PROGRAMME FOR INMATES

Crowding	Crowding is the programme where overcrowding of offenders is checked and means to alleviate overcrowding tried and tested.
Residential-entry	Residential-entry are half-way houses where offenders who are about to be released are given assistance in terms of accommodation.
Mental Health Care levels	Mental Health Care levels are used to classify offenders based on their needs for mental health services.
Medical Care levels	Medical Care Levels are used to align medical needs of offenders based on the capability of the institution.
Educational status	Are all offenders who do not have post school qualifications who are required to attend an adult literacy programme for a minimum of 240 hours.
Staffing Ratio	The offender-official ratio is regarded as very important in the safety of both offenders and officials.
Drug treatment participants	The drug treatment was introduced by Federal Bureau of Prisons to reduce relapse in criminality.

Adapted from: Federal Bureau of Prisons Unit Management manual 1995

According to Van Voorhies (2001:14), offenders are placed into the programme called crowding to alleviate overcrowding. Offenders are therefore also placed in the half-way houses where they are waiting to be released to their families. Mental Health Care is used to classify offenders based on their mental needs. This is done to ensure that offenders who are mentally challenged are not kept in the correctional centres. Medical Care Levels are used to identify the needs of the offenders based on their capabilities. Educational status is used to test the qualifications of offenders to be placed in relevant programmes. Staffing ratio is regarded as the important tool in balancing the ratio of offender to official. The drug treatment participants were introduced to reduce relapse in criminality.

3.9 THE AUSTRALIAN CORRECTIONAL SYSTEM

Australia is the only continent with a population that was established by means of a penal colony (Luyt, 1999:54; Muthaphuli, 2015:25) According Reichel (1995:278), the correctional services system in Australia is solely the responsibility of the six states and there is limited involvement in the criminal justice from the Federal level. Each of the six states In Australia is responsible for its own criminal justice system. To place the organisational structure of the Unit Management system in Australia in perspective, the correctional system in New South Wales will be discussed in this chapter.

3.9.1 The Correctional System in New South Wales, Australia

New South Wales is one of the six Australian states that is responsible for managing the largest correctional system in the whole of Australia. The Department of Corrective Services is responsible for safe custody of offenders as well as social reintegration of offenders into the community. It is also responsible for offering correctional programmes that are aimed at reducing recidivism of offenders. All the offenders sentenced to correctional centres are assessed during admission, case files opened before an offender is classified and placed to a specific unit according to his/her assessment needs. It is then that the offender is placed in the unit for further programmes. According to the (New South Wales Department of Corrective Services, 1995:1), two aspects of Unit Management, namely: case management and the structured day were introduced in 1994. A new organisational structure was introduced in 2016 (New South Wales Department of Corrective Services Annual Report, 2017:6). The following figure represents the organisational structure of New South Wales's correctional centre in line with Unit Management:

FIGURE 6: ORGANISATIONAL STRUCTURE OF UNIT MANAGEMENT

Deputy Secretary (Commissioner)
Corrections Strategy and Policy
Community Corrections
Custodial Corrections
Governance and Continuous Improvement
Offender Management and Programmes
Security and Intelligence
CSNSW Reform
Prison Bed Capacity Programme

Adapted from: New South Wales Department of Justice Annual Report 2016/2017

3.9.2 National Guidelines for Corrections in Australia

The national guideline principles were developed to administer programmes that should be implemented including the management of offenders in Australia based on Unit Management. The guideline of principles was meant to demonstrate how programmes should be administered, including the set goals and objectives. This will include the offender management and the implementation of programmes thereof. These guidelines were set by the correctional services of Australia to try to improve the safety standard and to manage offenders.

Principle 1: Range of correctional dispositions

A range of correctional dispositions should be developed based on the concept of restriction of freedom. The aim is to make a complete range of sentence options available to the courts enabling them to make correct decisions in terms of the sentence principle of Justice (Australian Institute of Criminology, 2006:1).

Principle 2: Punishment means being deprived freedom

Correctional disposition in the degree of limitation of freedom represent punishment. (Australian Institute of Criminology, 2006:1) stipulates that when the court has already

sentenced a person, therefore, correctional services must not further increase the suffering inherent in such situation, unless on merit cases where the situation is unavoidable.

Principle 3: Programmes must address the offender

Correctional programmes must be aimed at the needs and challenges of offenders in the light of the specific circumstances of their offences. They should also satisfy the expectations communities have regarding reimbursement, deterrence and protection from criminal behaviour, as reflected in the decision of courts and releasing authorities. According to Australian Institute of Criminology (2006:1), all suitable educational, welfare and recreational opportunities, and means of support should be made available and used in accordance with the individual needs of offenders.

Principle 4: Community involvement in correctional matters

The supervision of offenders should not result in them being excluded from the community but should emphasise their position in that community. Therefore, every effort should be made to involve the community at large supporting correctional institutions when it comes to the development and maintenance of programmes.

All programmes should aim at educating the community about understanding their responsibilities as parents. Community involvement is of a vital importance. Trained volunteers should be utilised to render services to offenders whilst incarcerated inside the correctional centres (Australian Institute of Criminology, 2006:4).

Principle 5: Individualised management of offenders

Services, facilities, activities, and programmes should be based on the concept of individualised management and they should be designed to meet individual needs of offenders. Attention should be given to the needs of specific group of offenders. Individualised management is intended to provide offenders with opportunities to earn parole and to develop skills, which will facilitate their effective reintegration into the community. This opinion of individualised management also increases security and it also gives the personnel members the opportunity to be proactive in the management and control of offenders (Australian Institute of Criminology, 2006:6).

Principle 6: Reintegration of offenders into the community

Correctional programmes that enable offenders to integrate into the community after their release must be developed. There should be continuity between prisoners and community corrections (Australian Institute of Criminology, 2006:6). The services of government and private organisations, which could facilitate community reintegration, should be available to offenders before their release.

Principle 7: Anti-discrimination

There must be no discrimination on the grounds of race, colour, gender, marital status, physical handicap, religion, political affiliation or nationality as far as programmes are concerned, except where it is necessary to meet the needs of a disadvantage individual or group (Australian Institute of Criminology, 2006:7).

Principle 8: Correctional personnel

All personnel working in correctional programmes must demonstrate a commitment to working productively, effectively and according to the code of conduct in order to satisfy the aims and objectives of correctional services. The primary aim of the organisation and management must be to create a work environment, which will encourage the personnel to work as a team. All such personnel must be provided with training necessary to carry out their duties. Furthermore, persistent dedication to the pursuit of excellent must be demonstrated by the provision of suitable training and development opportunities for all correctional personnel. This principle recognises that training, and the dedication of personnel to the aims and the objectives of the organisation are of vital importance. The code of conduct of correction personnel must be complied with because of the sensitivity and complexity of the correctional environment. Management must encourage personnel to be dedicated to carrying out their duties according to government policy and correctional services standards (Australian Institute of Criminology, 2006:8).

According to the above-mentioned principles, each offender detained in the correctional centre must be assigned to programmes. These programmes must address the individual offender's needs. Each offender must be treated fairly without being discriminated against. Correctional personnel working in maximum security prisons must demonstrate the commitment and respect the code of conduct to satisfy the aim and correctional services.

3.9.3 The Offender Population in New South Wales

According to the (New South Wales Department of Corrective Services, 2006:6), the New South Wales Department of Corrective Services collaborates with the Department of Justice, which sentences most of the offenders to correctional supervision and parole as well as in custody. A person held in custody in a juvenile justice centre is the one aged between 16 and 17 years of. Juvenile Justice New South Wales manages these centres. A young person in juvenile custody may have been refused bail by police, refused bail by the court or sentenced to a custodial sentence. New South Wales Juvenile Justice is part of the Department of Justice with responsibilities, including the supervision of young people remanded in custody pending the finalisation of criminal charges and young offenders sentenced to a control order/imprisonment. New South Wales Corrective Services is part of the Department of Justice with responsibilities, including the supervision of people remanded in custody pending the finalisation of criminal charges and offenders sentenced to a custodial order. The following table indicates the number of offenders that are incarcerated at New South Wales Prisons as of June 2018.

FIGURE 7: NUMBER OF OFFENDERS INCARCERATED AT NEW SOUTH WALES AS OF JUNE 2018.

Gender	Offenders	Offender Percent
Juvenile Male offenders	264	16.5
Juvenile female offenders	28	15.4
Indigenous male offenders	125	16.3
Indigenous female offenders	18	15.2
Adult male offenders	12563	36.8
Adult female offenders	1067	35.1
Indigenous male offenders	2929	33.0
Indigenous female offenders	363	33.0

Source: New South Wales Bureau of Crime Statistics

The table above shows that the number of sentenced male offenders is higher than those of the juveniles and including the female offenders. Looking at the figures above, it clearly shows that the number of sentenced male offenders is the highest.

3.9.4 Classification of Offenders in New South Wales Australia

According to the (New South Wales Department of Corrective Services, 2006:6), classification of offenders is the process whereby offenders are given a security score that regulates the custodial situation in which they should be located and managed. Classification of offenders is regarded as the utmost significant method for ensuring the security of the correctional system. Offenders are classified according to security development programmes.

Category A1

Category A1 are all the offenders who according to the Commissioner are of high risk and must be subjected to special features such as single cells for special care, and electronic surveillance such as cameras for 24 hours.

Category A2

This category of offenders refers to all offenders who according to the Commissioner must be placed under confinement and must be under surveillance of cameras as well.

Category B

It is all those offenders who according to the commissioner should always be placed under constant care of physical barrier.

Category C1

These are all those offenders who according to the Commissioner must be placed under confinement, under the supervision of the officer.

Category C2

It is all those offenders who according to the Commissioner need not be confined and does not need supervision from officers.

Category E1

It is all those offenders who according to the Commissioner are a security risk to the and must be confined in prison as ordered by the Minister as being a maximum prisoner for this category.

Category E2

These are all those offenders who according to the Commissioner must always be confined to a secure physical barrier in prison as ordered by the Minister.

There are no offenders who are classified in D class in New South Wales. According to the (New South Wales department of Corrective Services, 2006:29), each offender is assessed according to their security rating during the admission of new offenders into the correctional centre, which at the end is incorporated into their case file. The classification tool incorporates the weighed custody classification criteria and the scored ratings to achieve the appropriate custody level.

According to the (Australian Institution of Criminology, 2004:1), all the offenders sentenced to correctional centres are assessed during admission; case files are opened before an offender is classified and placed to a specific unit according to his/her assessment needs. It is then that the offender is placed in the unit for further programmes

According to the (Australian Institution of Criminology, 2004:1), training is provided on educating juvenile offenders between the ages of 14 and 19 years. Juvenile offenders are incarcerated separately from other offenders. Employment opportunities for female offenders are offered in bid works, chefs, laundry, commercial works, garden, and agriculture (New South Wales Department of Corrective Services, 2006:29).

3.10 THE FEDERAL CORRECTIONAL SYSTEM IN CANADA

To understand the legal system in Canada, it is necessary to understand English laws. Canada's Federal penitentiaries are under the administration of a Commissioner and its legal system. According to Winterly (2004:66) and Goff (1999:73), most of the laws practiced in the correctional system of Canada are derived from England. The Federal Correctional Service of Canada is under political control of the Solicitor General. Police and the National

Parole Board and the Canadian Security Intelligence Service are independent entities. Federal penitentiaries are under the administration of a Commissioner. In 1969, the penitentiary service initiated a new living unit system; a method of staff deployment whereby small groups of offenders is assigned to permanent staff teams. The task of the teams would be to hold weekly meetings and group programmes. This process led to a situation where today the all Canadian correctional centres function according to Unit Management principles. The correctional system of Canada has taken many forms to deal with criminals as incarceration was not used as a method of punishment.

According to Winterly (2004:66) and Goff (1999:73), there are several Commissions that played major roles in the development of the Canadian correctional system. These Commissions also played a vigorous part in the implementation of Unit Management in the correctional centres in Canada. The Commissions are discussed below:

3.10.1 The Brown Commission

During the establishment of the Kingston Penitentiary in 1832 which experienced many challenges, a commission was then established under the leadership of George Brown who founded the Globe newspaper. The commission was established with the sole mandate of investigating the functioning of correctional centres. The Commission therefore made the following recommendations:

- That after the Commission discovered that offenders in the correctional centres were forced to perform hard labour and were subjected to corporal punishment, recommendations were made to remove wardens.
- That treatment of officers and correctional centre living conditions to be improved (Goff, 1999:74).

3.10.2 The Archambault Commission

The Archambault Commission was established in 1936-1938 after the unrests and violence, which erupted in the correctional centres in Canada. According to Goff (1999:80), the Commission therefore recommended that:

- Corrections should change its form from punishment to crime prevention;
- Rehabilitation must be made the priority before all activities;
- Qualified officials to be appointed to positions;
- Better psychiatric and medical services to be provided to offenders;
- A new classification system of offenders to be implemented; and
- Federal and provincial correctional systems be run by Federal government.

3.10.3 The Fautex Report

The Fautex Report was compiled in 1953 under the leadership of Joseph Fautex. The Report came up with the medical model of corrections within the Federal systems of Corrective Services of Canada as alluded by Winterly (2004:68). In this model of medical, solutions were created on how to better curb the issues of rehabilitation of offenders. Fautex Report made similar recommendations to that of the Archambault Commission, which placed the rehabilitation of offenders at the centre of as well as the development of special programmes for sexually accused offenders and those sentenced for drug abuse and psychologically challenges. This led to the construction of a new security institution and the National Parole Board.

All the Commissions, which were established during the time and contributed immensely in the correctional system of Canada were recognised. In 1969, the penitentiary services were designed as an experimental living unit system, whereby a small number of offenders are assigned to correctional officials. This was after the Federal penitentiaries were placed under the administration of the living unit system was based on a therapeutic community models where weekly meeting were held between offenders and correctional officials so that a joint decision will be taken about the programmes. Today in Canada, the correctional centres are functioning according to Unit Management principle. The correctional services of Canada are structured on a decentralised basis (Correctional Services of Canada, 1993:31).

3.11 ORGANISATIONAL STRUCTURE OF UNIT MANAGEMENT IN CANADA

Individual correctional centre in the Canada have their own formal organisational Unit

Management structure. Wardens are responsible for the operation of the correctional centre. Each official in the administrative hierarchy has its own duties and responsibilities. The deputy warden oversees the functional running of the correctional centre by heading certain divisions. According to the (Correctional Services in Canada, Annual Report, 2012:1), the following figure indicates the structured Unit Management in Canada.

FIGURE 8: ORGANISATIONAL STRUCTURE OF UNIT MANAGEMENT

Senior Deputy Commissioner
Deputy Commissioner for Women
Assistant Commissioners
Executive Director
Chief Audit Executive
General Counsel

Adopted from: Corrective Services of Canada Annual Report 2012

3.12 OFFENDER POPULATION IN CANADA

The Federal and the Provincial government in Canada are responsible for the administration of adult correctional services. The separation of the two systems allowed the Federal system to be responsible for all those offenders serving imprisonment sentences of two years and more and all those offenders who were sentenced to correctional supervision and parole. Therefore, provincial system is responsible for all offenders who are serving imprisonment sentences of less than two years and those who are awaiting trial. The provincial system is also responsible for all offenders who are sentenced to community corrections as probationers in Canada (Van Zyl Smit & Dunkel, 2001:179).

During fiscal year 2015/2016, Correctional Services of Canada was responsible for an average of 22 872 offenders; 14 639 in custody in federal institutions; including temporary detainees, and 8 233 supervised by Correctional Services of Canada in the community. Out of these offenders, approximately 20% were serving sentences for homicide, 49% were serving sentences for sexual offences or other violent crimes, 18% were serving sentences for drug-related offences. At the end of fiscal year 2015-2016 it was discovered that 23% of offenders were serving life sentences, 23% of offenders were serving a sentence of between

two years and three years less a day, and 681 offenders were serving a sentence with a Dangerous Offender designation.

The Correctional Service of Canada is responsible for the management of 43 institutions, which comprises six maximum security, nine medium security, five minimum security, 12 multi-level securities, 11 clustered institutions, 91 parole offices, and sub-parole offices, and 15 community correctional centres.

3.13 THE CORRECTIONAL PROCESS IN CANADA

The Correctional Service of Canada oversees an offender's correctional process through several stages: The following are the assessment stages (Van Zyl, Smit & Dunkel, 2001:146).

1. Stage 1

The correctional process begins at sentencing, then goes to administer the sentence and fully prepare the offender for returning to the community, conduct an extensive assessment of the offender as soon as possible based on this assessment, establish a detailed correctional plan to help the offender address the reasons behind their criminal behaviour. The offender is first admitted to an assessment unit at one of CSC's regional reception centres, on average, offenders remain at the reception centre from 70 to 90 days while all necessary information is collected which includes the information provided by the court, information relating to prior offences at the provincial level, and other factors like family, education and employment history.

2. The correctional plan

When the assessment is complete, correctional staff put in place a correctional plan based on the offender's identified risks and needs. During this process, the security classification (minimum, medium or maximum) is also determined. This classification considers, institutional adjustment, escape risk and public safety, the penitentiary where the offender will be located, and the correctional plan which is updated throughout an offender's incarceration (Correctional Services of Canada, 1993:31).

3. Case management

Case management at a penitentiary is a dynamic process. It is how Corrective Services of Canada manages each offender's case. Such case management includes assessing, counselling, planning programmes, and supervising an offender throughout their sentence, assessing an offender's needs and developing and implementing a correctional plan and interventions to meet those needs, providing clear behavioural expectations for an offender to be met within specific timeframes, regularly assessing an offender's progress in relation to their correctional plan, encouraging an offender to demonstrate progress through responsible behaviour, putting controls in place to ensure that an offender's correctional plan is realistic and viable (Correctional Services of Canada, 1993:31).

4. Parole supervision

As day parole, full parole or statutory release eligibility dates approach, case preparation begins. This happens with the cooperation of members of the community where the offender will be released under supervision. community members often include family, friends and volunteers, the correctional process does not end with the offender's release, it continues in the community. Offenders on parole work with a case management team that may include a parole officer, health care professionals, volunteers, and an entire network of support. Offenders still follow their correctional plan while in the community. The correctional plan is updated to indicate progress and compliance with the conditions imposed by the Parole Board of Canada (Kennedy, 2000:54).

5. The end of the process

For most offenders, the correctional process ends on either their warrant expiry date (the end of their sentence) or on the expiry of a long-term supervision order. Judges in some cases impose long-term supervision orders because of the nature of an offence. These orders can impose up to ten additional years of supervision. Offenders serving life sentences are the exception. They remain under Corrective Services of Canada's jurisdiction for life whether they are incarcerated or in the community (Correctional Services of Canada, 1994:23).

3.14 CLASSIFICATION FOR SECURITY IN CANADA

The Correctional Services of Canada is responsible for administering sentences of a term of two years or more as imposed by the court. Corrective Services of Canada is also responsible for managing institutions of various security levels and for supervising offenders under conditional release in the community (Ekstedt & Griffiths, 1988:191).

The process begins once a sentence is imposed, an intake assessment takes place. This assessment determines the offender's risk level and needs; and ensures that their initial placement is at the appropriate security level.

Intake assessments are used to identify factors that drove an offender to commit the offence, the risk an offender poses, and an offender's needs in terms of correctional services.

Based on the information collected in the intake assessment, Corrective Services of Canada develops a correctional plan that sets out rehabilitation activities and programmes for the offender.

Maximum security

The perimeter is well defined, secure and controlled, and inmate movement and association are strictly regulated and most often monitored.

Special Handling Unit

This type of facility incarcerates male inmates who pose an ongoing danger to the public, staff and/or other inmates, and who cannot be safely managed at any other maximum-security institution. The perimeter is well defined, secure and strictly controlled. Inmate movement and association is strictly regulated and controlled with a high degree of monitoring.

Medium security

The perimeter is well defined, secure and controlled. Inmate movement and association is regulated and normally monitored.

Minimum security

The perimeter is clearly defined but not normally directly controlled, these institutions are like small communities where inmates reside in housing units, normally in groups of eight to twelve, and this creates a sense of responsibility and prepares them for life in the community.

Multi-level

These institutions house maximum, medium and minimum-security offenders. All women offender institutions and Regional Treatment Centres are multi-level security. Multi-level institutions operate on villages that are either minimum or multi-level security managed.

Clustered institution

A group of separate units of different security levels administered by one Institutional Head. Clustered institutions differ from multi-level institutions in the separation of the various security levels in relation to accommodation, structured activities and inmate movement. The perimeter of clustered institutions will vary depending upon the security level of the units associated with each institution.

Community Correctional Centre

A federally operated community-based residential facility. Provides a structured living environment with 24-hour supervision, programs, and interventions for safely reintegrating offenders into the community.

The Correctional Service of Canada accommodates offenders under federal jurisdiction who have been released to the community for unescorted temporary absence, day parole, full parole, work release, statutory release, and for long-term supervision orders.

The Correctional Service of Canada is managing all types of security from minimum to high level, including community corrections offices where offenders are placed to be monitored at their homes.

3.15 CORRECTIONAL PROGRAMMES IN CANADA

The Correctional Service of Canada has a legal mandate to provide programmes and services that address offenders' criminal behaviour. They offer these both in institutions and in the community. Correctional programmes are based on research of "what works". They are guided by the most recent evidence in correctional research, relevant theory and current practices. The correctional programmes are focused on four areas (Corrective Services of Canada, 1993:31).

Correctional programmes target factors that have been proven to reduce future recidivism. They were developed and put in place with the help of our most experienced programme developers, facilitators, and managers. Corrections in Canada have consulted with internal and external stakeholders and offer programme designed for men, women and Aboriginal offenders such as correctional programme, educational programmes, social programmes, and vocational programmes.

The Correctional Service of Canada has a legal mandate to provide programmes and services that address offenders' criminal behaviour. These programmes are offered both in institutions and in the community. Correctional programs are based on needs of offenders.

3.16 SUMMARY

The focus on this chapter is on the practice of Unit Management in the international countries such as United States of America, Canada, and New South Wales in Australia. It has been noted that some of these countries make use of either a Federal or a provincial system of operation in terms of their imprisonment method, but Canada as a country is making use of both the Federal and the provincial systems. Offender population, which is a worrying factor around the world, also varies from country to country looking at the statistical record of each country and the way they manage their systems of incarceration. Organisational structures also vary from one country to another depending of the type of system each country uses. The focus is also placed on the classification system of each country which differs from one country to another in terms special needs of offenders. Correctional programmes that play an imminent role in the rehabilitation of offenders are also looked at in each country depending on the type of method each country uses. The

following chapter will focus on the implementation of Unit Management in South African correctional systems.

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CHAPTER 4

THE SOUTH AFRICAN PRACTICE ON THE UNIT MANAGEMENT APPROACH

4.1 INTRODUCTION

The Department of Correctional Services has been through many changes during the 1900s. In this chapter, the researcher will explain the background, origin, and the development of prisons, specifically in South Africa. The researcher will focus on the changes that took place in the Department of Correctional Services in general, and also specifically focus on the implementation of Unit Management into South African Correctional Centres of Excellence. Emphasis will be placed on the background of the Department of Correctional Services, the background of Unit Management, the offender population, the organisational structure of Unit Management, the classification of offenders from admission, assessment and orientation, and the correctional programmes.

4.2 HISTORICAL OVERVIEW OF THE SOUTH AFRICAN CORRECTIONAL SYSTEM

The current situation of correctional services in South Africa is a result of many changes that have occurred in the past. According to Smit (1997:476-477), during the 1600s punishment was carried out in public, and this was done with the purpose of preventing other community members from committing further crime. Coetzee, et al., (1995:28) argue that offenders were detained in the early years of South African prison history, but detention was mainly reserved for offenders who awaited execution after having received the death penalty. Deportation was used as another form of punishment. The Cape saw many offenders deported to Robben Island in the late 1600.

By 1781, there was only one recognised prison in the City of Cape Town known as Robben Island. It was characterised by severe punishment. By 1848, there were 22 prisons. In 1854, a prison was also built in the Orange Free State, Bloemfontein. By 1865, the first prison was constructed in Pretoria. Neser (1993: 66) reports that by 1873, there were already 33 prisons

in the Transvaal. The head of the prison was appointed at a later stage owing to the amount of the administration of correctional centres.

4.3 SOUTH AFRICAN PRISON SYSTEM

The Prisons and Reformatory Act 13 of 1911, introduced shortly after Unionisation in 1910, saw the prison system becoming responsible for the management of reformatories. According to Smit (1992:20), the unification of South Africa that took place on 31st May 1910 brought many changes about the judicial approach, which influenced the administrative policies in penology in South Africa. Mr J Roos who had then been working as the Director of Prisons for the Transvaal since 1908 was appointed as the Secretary of Justice and Director of Prisons. Eventually, his appointment led to the development of the Prisons and Reformatories Act 13 of 1911. The Prisons and Reformatories Act 13 of 1911 was established to regulate not only prisons but also reformatory schools. The Act made provision for the care of sentenced offenders as well as awaiting trial offenders. Roos regarded the Act as containing the most modern principles of modern penology. Coetzee et al. (1995:29) noted the 1911 Act as having many shortcomings when it came to the administration of prisons. Aims of imprisonment were not clearly explained in the Act, which led prisons focusing more on safe custody where offenders were detained under severe conditions. The disciplinary measures for offenders included the deprivation of privileges, reclassifying of offenders, additional labour, and corporal punishment.

4.4 THE 1947 LANSDOWNE COMMISSION ON PENAL AND PRISONS REFORM

In April 1945, a proposal was passed in the Senate to investigate the issues of recidivism in South African prisons. The Lansdowne Commission on Penal and Prison Reform was appointed in 1941 to investigate these matters. According to the (Department of Correctional Services, White Paper on Corrections 2005:26), the Lansdowne Commission on Penal and Prison Reform discovered that the Prisons and Reformatory Act of 1911 had not introduced any transformation in the prisons. According to Coetzee al. (1995:31), the Commission was assigned to investigate the following:

- The whole structure of the Department of Prisons;

- Approaches of staffing and qualifications;
- Organisation and control of prisons;
- Procedures of punishment;
- Forms of correctional programmes;
- Gratuity for offenders;
- The usage of prisoners for labour by private institutions or individuals; and
- The transfer of prisoners from prison to society.

The Lansdowne Commission only released its findings in 1947, and recommended that:

- Offenders should not be hired out to outsiders;
- Emphasis on rehabilitation and literacy on black offenders; and
- Discouraging of the military approach to management followed by the department.

These three findings had a direct influence on the eventual introduction of unit management in South African correctional centres. First, the hiring of inmates by outsiders was discontinued, then the military approach was phased out. The implementation of unit management and the 2005 White Paper rehabilitation were re-ignited and placed central in South African corrections, together with the concept of centres of excellence through which such outcomes had to be achieved.

4.5 THE CORRECTIONAL SYSTEM IN SOUTH AFRICA SINCE 1959

The Prisons and Reformatories Act 13 of 1911 failed to address the rehabilitation and treatment of offenders as promulgated. New developments in 1959 brought transformation in the prisons system in the sense that the Prisons and Reformatories Act 13 of 1911 was replaced by the Prisons Act 8 of 1959. The Standard Minimum Rules influenced this Act for the Treatment of Prisoners, which was developed by the United Nations in 1955. According to Naser (1993:243) the Prisons Act 8 of 1959 had two objectives namely:

- Decentralisation of prisons; and
- Depopulation of prisons and reform of the criminal.

However, the Prison Act 8 of 1959 also had its own shortfalls. Plaatjies (2008:56) asserts that the South African Government previously managed correctional centres according to the policy of racial segregation, whereby white and black offenders were locked up in separate correctional centres and received different treatment. Sello MP, the then Correctional Officer joined the then Department of Prisons Services in 1972 whom he cited that he worked at Johannesburg Correctional Centre then moved to Leeuwkop Correctional Centre, and then he went to work at Zonderwater Correctional Centre and was later appointed as Commissioner at Witbank. He confirmed in the personal interview held on the 2017/09/11 that indeed offenders were separated as whites and blacks, and that white offenders were put at the single cells not for punishment as it was the case, but for status of being white. He further reported that white offenders were separated from the black offenders through sections, and that white correctional officials were guarding the white offenders and that black officials were not allowed in the sections of white offenders. However, white officials had the privilege to work at both white and black sections without any fear. He said that Johannesburg Correctional centre, Zonderwater Correctional centre, and Pretoria Correctional Centre were the only correctional centres, which were housing whites' only offenders because they were few, and that the rest of the correctional centres in Gauteng were housing black offenders.

Issues such as race, colour, gender, language, religion or other opinion, national or social origin, property or other status were never addressed hence the Act had its own flaws. According to Smit (1992:31), the Act retained corporal punishment as a means of disciplinary measure for offenders who have committed offences. In 1990, a national peace accord was signed, which was extended to prisons to abolish all laws that were discriminating against offenders.

4.6 THE CORRECTIONAL SYSTEM IN SOUTH AFRICA SINCE 1990

According to the (Department of Correctional Services, White Paper on Corrections 2005:28) the Government announced in 1990 that it planned to introduce extensive reforms in the prison system. The Prison Service was separated from the Department of Correctional Services. This move by the Government caused vital changes to prison regulation. A major change was the introduction of the community corrections offices. The idea was to deal with offenders in more societal environment rather than inside prisons. The other factor was to

alleviate overcrowding in prisons. The new system was seen to be more cost effective. Despite all these changes that were focused on sentenced offenders, the Department carried the burden of keeping awaiting trial offenders under its care. The gap policy still existed for awaiting trial offenders. The remission policy had to be revisited and was substituted by the credit system, which investigated the behaviour of offenders.

In 1993, the Public Service Labour Relations Act was introduced for the protection of employees from unfair practice. This development made provision for employees of the Department of Correctional Services to belong to a union of their choice. It also made provision for the union to engage in collective bargaining with the Department as an employer and to declare and refer disputes to the Conciliation Board and to the Industrial Court for adjudication and settlement purposes. This process brought about relief to employees and employer as there was now a mediator between the two parties. This also opened doors for the two parties in terms of negotiations for better salaries and wages for employees.

4.7 THE CORRECTIONAL SYSTEM IN SOUTH AFRICA SINCE 1994

The Prisons Service Department was later in 1991 changed to the Department of Correctional Services. According to Coetzee and Gericke (1997:14), the history of the South African correctional system as represented by the apartheid regime led to the mistreatment of offenders and correctional officials. According to Smit (1992:30), the release of Nelson Mandela and the unbanning of the African National Congress in the early 1990s led to the restructuring of the Department of Correctional Services. The Constitution was implemented within the correctional system. According to Gxilishe (2004:68), the first step that the National Cabinet took was to remove Correctional Services from the Department of Justice to become an independent department with its own Minister. The appointment of a Minister of Correctional Services in 1996 led to major changes in the Department of Correctional Services such as the drafting of the Correctional Services Act 111 of 1998, demilitarisation of the Department of Correctional Services, introduction of Unit Management into South African correctional centres, redevelopment of a system for rehabilitation of offenders, establishment of Police and Prisons Civil Rights Union, establishment of Correctional Officers Union of South Africa, and establishment of South African Prisoners Organisation for Human Right.

The Correctional Services Act 111 of 1998 and the Constitution saw the Department of Correctional Services moving away from the old systems and procedures. The White Paper on Correctional Services 2005 helped to change the Department into the right direction in terms of rehabilitation. During March 1995, the Department of Correctional Services decided to explore the concept of Unit Management. In 1996, the Department of Correctional Services demilitarised completely to align itself with the practices of other countries. Nelson Rolihlahla Mandela crowned this in his speech when he made a call not to dwell on the past but focus on building human rights culture. Overcrowding of prisoners also played a major role in the administration of correctional programmes as staff were not trained to deal with the transformation process.

In 1996, the Minister of Correctional Services Dr Sipho Mzimela announced the introduction of Unit Management into South African correctional centres. Houston (1995:261) describes Unit Management as a service delivery vehicle. According to Luyt (1999:159), the new development started when the first Unit Management Correctional Centre in South Africa was opened at Malmesbury in the Western Cape in 1997 followed by Goodwood Correctional Centre. One of the aims of the introduction of Unit Management into the South African correctional centres was to eliminate overcrowding.

4.8 TRANSFORMATION OF CORRECTIONAL SERVICES IN A DEMOCRATIC SOUTH AFRICA

According to According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:28), democratic change in the correctional services was characterised by (inter alia) factors such as the change in the representatively in management, demilitarisation of the correctional system, alignment to international correctional practices, and appointment of an Inspecting Judge.

Despite all the changes that took place within the Department, the focal point never shifted from safe custody, (Department of Correctional Services, White Paper on Corrections 2005:26). The Department also adopted the National Crime Prevention Strategy to focus on transforming South African correctional centres. This process helped the Department to demilitarise from a military rank structure, which was characterised by drill, parades and commands, to a more civilian Government Department. In 2003, the Department of

Correctional Services partnered with other role players in the rehabilitation of offenders. The Department regarded this as a strategic move in ensuring that rehabilitation by objectives takes place. This was done to avoid recidivism amongst offenders. In 2005, the Department adopted the Mvelaphanda Strategic Plan where Unit Management was identified as a missing link into the Correctional Centres of Excellence. The session agreed to implement Unit Management into the Correctional Centres of Excellence at 80% target. The strategic direction that developed in the Department in the democratic dispensation placed the Department at a challenging position in terms of personnel, promotions and retention strategy. The other challenge was to extend the concept of Unit Management to other Correctional Centres of Excellence in ensuring that rehabilitation takes place.

4.9 DEVELOPMENT OF UNIT MANAGEMENT IN SOUTH AFRICA

The DEPARTMENT OF CORRECTIONAL SERVICES started with the concept of Unit Management in 1996 when the then Minister of the Department of Correctional Services Dr Sipho Mzimela announced in his speech the introduction of Unit Management into the correctional centres. The idea behind this project was to radically deal with factors such as overcrowding, to develop and operate correctional centres that will balance the concept of punishment and rehabilitation. It is evident that the process needs the Department of Correctional Services to appoint competent personnel to deliver variety of services to offenders through the process of Unit Management. The Department of Correctional Services therefore identified correctional centres across various regions to serve as Correctional Centres of Excellence to create an environment that will assist in providing holistic integrated services to offenders to produce a socially responsible South African citizen. Malmesbury and Goodwood were then identified as the Correctional Centres of Excellence where the pilot project would be conducted.

4.10 CORRECTIONAL CENTRES OF EXCELLENCE

The idea on the Correctional Centres of Excellence was intended to create a conducive environment for offender to be a responsible person after release. This process then required the department to eradicate factors such as overcrowding of offenders into the Correctional Centres of Excellence. It requires the Department to embark on appointing skilled and qualified personnel to deliver services of quality standard. The Department of Correctional

Services has identified correctional centres across various regions to serve as the Correctional Centres of Excellence. The whole idea is to create a conducive environment in ensuring the smooth conducting of correctional programmes to offender in ensuring a socially responsible citizen. According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:27) Correctional Centres of Excellence are regarded as the vehicle which ensures that responsible people are produced therefrom. The following correctional centres have been identified as the Correctional Centres of Excellence:

FIGURE 9: CORRECTIONAL CENTRES OF EXCELLENCE

Western Cape Region	Malmesbury medium A correctional centre
	Goodwood Correctional Centre
	Dwarsrivier Correctional Centre
	Drakenstein Youth Correctional Centre
	Pollsmoor Female Correctional Centre
	Voorberg Medium B Correctional Centre
	Voorberg Medium B Correctional Centre
Eastern Cape Region	Cradock Correctional Centre
	Idutywa Correctional Centre
	Stutterheim Correctional Centre
	East London Medium C Correctional Centre
	Kirkwood Correctional Centre
	Umtata Correctional Centre
	Queenstown Correctional Centre
Kwazulu- Natal Region	Ebongweni Maximum Correctional Centre
	Durban Youth Correctional Centre
	Durban Female Correctional Centre
	Pietermaritzburg Correctional Centre
	Ekuseni Youth Correctional Centre
	Empangeni Correctional Centre
Gauteng Region	Emthonjeni Correctional Centre
	Leeuwkop Correctional Centre
	Johannesburg Youth Correctional Centre

	Johannesburg Female Correctional Centre
	Pretoria Central Correctional Centre
Free State/Northern Cape	Groenpunt Youth Correctional Centre
	Goedemoed Medium A Correctional Centre
	Douglas Correctional Centre
	Sasolburg Correctional Centre
	Kroonstad Medium C Correctional Centre
	Kuruman Correctional Centre
Mpumalanga, Limpopo and North west	Middelburg Correctional Centre
	Ermelo Correctional Centre
	Rustenburg Youth Correctional Centre
	Makhado Correctional Centre
	Klerksdorp Correctional Centre
	Modimolle Correctional Centre

4.11 DEFINITION OF UNIT MANAGEMENT

Unit Management is being used by correctional centres globally as a management tool to measure success in its implementation and to achieve goals of sentencing and to improve the level of offender management.

Luyt (2010:2) defines Unit Management as a decentralised approach to correctional centre and offender management that divides a population of offender into smaller and more manageable entities to improve control over offenders, foster sound relationship and offender development; and deliver an effective service to offenders.

According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:84) Unit Management is the approach of dividing offenders into smaller, more manageable unit with direct supervision and the correct approved method of correctional centre management.

4.12 IMPLEMENTATION OF UNIT MANAGEMENT IN SOUTH AFRICA

According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:28) management decided to pilot the Unit Management Project based on the Australian concept. The Project was focused on the newly built two correctional centres, namely, Malmesbury and Goodwood Correctional Centres of Excellence. The aim of the Department was to ensure that the Project is extended to other correctional centres as well. This programme was designed to improve awareness on how to transform a militarised correctional centre to deal with a more manageable number of offenders. Luyt (1999:38) argues that to implement Unit Management, an organisation needs to put more efforts in ensuring that correctional officials are given free role of managing the correctional centre by delegating powers and authority to the lowest level of management. This process will also allow offenders an opportunity to participate fully in their decision-making process. The following principles were adopted as elements and procedures for the pilot project:

- Dividing of a correctional centre into a smaller unit;
- Rendering services within the unit;
- Assessment of sentenced offenders;
- Multi-disciplinary team approach;
- Structured day programme;
- Case Management;
- Strict offender movement control;
- Good relations between officials and offenders;
- Permanent allocation of officials to units;
- Decentralised authority;
- Ratio of officials to offenders;
- Good discipline; and
- Continuous training to personnel.

The implementation of Unit Management according to the (Department of Correctional Services, White Paper on Corrections 2005:44) requires monitoring of offenders strict control and movement within the units in terms of a decentralised approach. Offenders need to put into the daily programmes for their activities and daily routines. This then requires a daily programme or a daily structured programme that will guide them on what is expected

on them. The following table is an example of a day structural programme for the implementation of Unit Management.

FIGURE 10: STRUCTURED DAY PROGRAMME FOR OFFENDERS:

06h00 – 07h00	Showering and counting
07h00 – 08h00	serving of breakfast
08h00 – 09h00	Span duty, school, industries, workshops, hospital cases booked out.
09h00 – 10h00	Cleaning of courtyard
12h00 - 13h00	Lunch time
14h00 – 16h00	Group and individual counselling
16h00 – 17h00	Exercise
17h00 – 18h00	Serving supper and counting of offenders

Source: Adapted from Houston (1999:332)

4.13 HIERARCHICAL STRUCTURE OF UNIT MANAGEMENT

The core business of Unit Management is to distribute authority and power to the lowest level management, which in this instance would be a unit manager. The unit manager is tasked to take decisions without any fear or favour in ensuring that the unit is operated smoothly. Initially, the head of correctional centre had the powers to take decisions, but as the case is, the head of correctional centre is now threatened by the hierarchical order that he is now being stripped off his powers as the head of correctional centre and given to unit manager. The structure in the Correctional Centres of Excellence allows delegation of authority to the lowest level. The following diagram is designed by the researcher based on practical experience in South African correctional centres indicating the structure of Unit Management.

FIGURE 11: STRUCTURE OF UNIT MANAGEMENT

Head Correctional Centre
Support Operational Manager
Centre Co-ordinator Corrections
Case Management Committee
Health Services
Psychologist
Social Worker
Educationist
Unit Manager
Unit Supervisor
Unit Secretary
Case Officials
Security Officials

The type of structure resembling rehabilitation for offenders can assess the realisation of Unit Management. The responsibilities of the delegated officials are explained underneath:

Head Correctional Centre

The Head Correctional Centre is responsible for the entire operation and management of the correctional centre.

Support Operations Manager

Support Operations Manager is the assistant to the Head Correctional Centre taking responsibilities in the absence of the Head.

Centre Co-ordinator Corrections

Centre Co-ordinator Corrections is responsible for all cases related to the management of offenders in the Correctional Centres of Excellence.

Health Management Services

Health Management Services is responsible for the health matters of offenders from admission to release.

Psychologist

Psychologist is responsible for the mentally ill offenders inside the Correctional Centres of Excellence.

Social worker

Social Worker is responsible for the family matters of offenders incarcerated into the Correctional Centres of Excellence.

Educationist

Educationist is responsible for the betterment of the skills of offenders.

Case Management Committee

Case Management Committee is responsible for the behavioural pattern of offenders inside the Correctional Centres of Excellence.

Unit Manager

The Unit Manager is responsible for the administration management of the unit allocated to him. This includes officials and offenders.

Unit Supervisor

A unit supervisor is responsible for the management of the unit both officials and offenders.

Unit Secretary

A unit secretary is responsible for recording of minutes during the unit sessions with offenders.

Case Management Supervisor

Case Management Supervisors is responsible for the day-to-day administration of case management within the unit.

Case Officer

A case officer is the official responsible for the number of offenders allocated to his caseload.

Security Official

A security official is responsible for the safety and security of offenders inside and outside the Correctional Centre of Excellence.

Structured day

A structured daily schedule available in the unit, which gives direction to the daily activities.

Case Review Team

A case review team is responsible for allocating offenders to the case officers inside the unit.

Case Management Committee

The case management committee within the unit is primarily responsible to co-ordinate supervision of offenders; and to deal with the behaviour of offenders.

Rostering

Rostering entails scheduling of the times and duties of staff for their daily routines.

4.14 SENTENCE PLANS

Section 38(1) of the Correctional Services Act 111 of 1998 (Republic of South Africa, 1998:66) stipulates that a sentence plan is a tool with which services to the offenders can be measured. In addition, Du Preez (2003:85) argues that a sentence plan identifies long-standing objectives, detailed programmes, resources and techniques for the period that the offender is incarcerated. Section 38(1) of the Correctional Services Act 111 of 1998 (Republic of South Africa, 1998:66) postulates that an individual sentence plan must be compiled for offenders sentenced to twelve months or more. According to Du Preez (2003:85), a sentence plan is designed for long-term goals, specific programmes, and administration for the period of imprisonment. The sentence plan must be based on the needs of the offenders such as needs for correcting offending behaviour, security, training and education, accommodation, and social reintegration.

Section 38(1) of the Correctional Services Act 111 of 1998 (Republic of South Africa, 1998:38) stipulates that during the assessment of the offender, there are some factors that

are addressed by the assessment team. The latter focuses on the sentence plan that is developed based on the crime committed by an offender, the type of behaviour that the offender can change, the type of programmes that the offender should be involved in, officials to monitor the progress of the offender, the co-operation of the offender in attending programmes, preparation of the offender for release, sentence plan to be consistently maintained throughout the programme, and to use sentence plan as a baseline for future reference.

The sentence plan spells out what programmes are required to for offenders in developing their skills. The sentence plan has a duration period for programmes to take place.

4.15 THE FOUR PILLARS OF UNIT MANAGEMENT

According to Luyt (1999:99), Unit Management is a collective approach to offender management and that it improves the levels of communication between the correctional officials and the offenders. Unit Management consists of four components or pillars (Luyt, 1999:203), namely, architecture, case management, risk management, and security management. In the most ideal situation, all four pillars must be present. However, each pillar can be implemented independently.

4.15.1 Architecture

Levinson (1999:54) asserts that “architecture can help or hinder Unit Management, but it does not make or break it”. However, Unit Management becomes more effective in direct supervision architectural structures. Direct supervision architecture combines principles of human behaviour and facility design to create an environment conducive to interaction and effective intervention by correctional officials.

According to Luyt (2011:31), direct supervision architectural designs stand in sharp contrast to intermittent surveillance designs while the design for remote surveillance and direct supervision is often similar. The direct supervision design makes provision for the placement of correctional officials inside the living unit. Therefore, inmates and staff members interact on a regular basis in the living environment of the inmate. In direct supervision designs, there are no real secure barriers between inmates and staff, and cells

and other areas can easily be supervised and observed from most positions inside the unit. In this environment of continual direct contact and interaction between inmates and staff, the number of tense situations and assaults has decreased dramatically.

Luyt (2011:59) argues that the correct design could more easily facilitate the successful introduction of Unit Management into prisons and could counter institutionalisation through normalisation. Any form of prison reform should include the development of new-generation, direct supervision correctional institutions, as traditional institutions have failed in their purpose and have contributed more to human neglect than to the development of the offender.

One of the core functions of Unit Management is the breaking down of the correctional centre into smaller more manageable units. Therefore, this will mean that each unit will be responsible for planning and managing its own activities. According to Luyt (2011:17), unit plans contains rules and regulations applicable to that specific unit and should possess seven sections. The following is the seven sections contained in the unit plans:

Description of the unit

Description of the unit should describe the type of the unit where the unit is situated, bed capacity, the type of unit, selection criteria for offenders and the number of correctional officials.

Unit staffing

The staffing of the unit should contain all the role players in the unit the unit manager, the case manager, the correctional counsellor, secretary/Clerk and other assigned staff.

Unit Schedule

The unit must be visible for all to give guidance about the daily activities in the unit, officials schedule should be available, counting of offenders must take place daily, offenders must have leisure time and Television procedure must be put in place.

Unit Activities

Offenders should be taught about the activities available in the units. Admission and orientation programmes must be done to offenders, classification and reclassification procedure must be conducted, individual and group counselling must be done, recreational facilities procedure should be explained to offenders and also the grievance procedure.

Unit services

Offenders must be orientated about the services available in the units such as medical and dental procedure, educational and vocational training, health services, religious and social services and meal services.

Unit emergency plan

Officials should be aware of the unit emergency plans in case of fire or revolts by offenders in the units. Escape plan, Hostage situation, Suicide plan and Natural disaster plan should be available in the units.

Unit records

All records of offenders such as unit files and reports must be kept in a safe place for reference purpose.

4.15.2 Case Management

Case management is another pillar of Unit Management. In broad terms, we can say that it is the advancement of the inmate through the correctional system during his or her period of a sentence (Luyt, 2011:63). Furthermore, case management links all the elements involved in managing each inmate within the parameters (framework) of correctional resources to the inmate's needs. It is an ongoing process of staff involvement and makes use of specific skills and knowledge to facilitate desired change in offenders in order to improve security and reduce relapses into crime (recidivism) (Luyt, 1999:128).

The purpose of case management is to direct and coordinate all activities related to managing an offender's sentence. It also allows for documenting the inmate's interaction with officials and other inmates (Luyt, 2011:65). In a correctional centre, offenders are admitted at the reception office to ensure that they are put into the systems of correctional

services, placement to units where he will receive programmes to reorganise him systematically and for adaptation to correctional environment. The release process where the offender must face the world is organised. This process is correctly applicable into the Correctional Centres of Excellence.

According to Luyt (2011:81), we can identify the five core phases of case management as the initial assessment and placement, the correctional planning and institutional supervision, the preparation individual cases for decisions, making of decisions on parole and release; and community supervision.

4.15.3 Risk Management

Control in the Correctional Centres of Excellence involves the control of offender's movement from one unit to another. Therefore, managers in the correctional environment can monitor all activities for implementation and evaluate whether the objectives are achieved or not. In the case of a sentence plan where documentation is involved, correctional officials can monitor the progress of an offender in terms of behavioural change.

Correctional centres can manage risk associated with offenders through (Luyt, 2011:98):

- The use of accurate and reliable information;
- Knowledge of the different types of non-conforming behaviour and special needs of inmates; and
- The ability to anticipate, control and prevent these behavioural patterns.

4.15.4 Security Management

Continuous and active observation of all inmates and their activities are critical components of inmate management in the new-generation philosophy. By moving amongst inmates, engaging in casual conversations and listening to what they have to say, we as correctional officials can reduce security risks. Active observation also helps us to detect conflict, tension or non-conforming behaviour (Luyt, 2011:144).

4.16 UNIT MANAGEMENT AS A COLLECTIVE APPROACH

Unit Management is totally different from the organisational structure of the Department of Correctional Services where all instructions come from top management to bottom. In addition, Unit Management gives responsibility and authority to the first line unit manager. Luyt (1999:44) argues that Unit Management flattens the decision-making hierarchy by subdividing facilities into smaller semi-autonomous units where the staff would be given authority and power of making decisions at the lowest level. The researcher argues that current management of correctional centres in South Africa who relies on pyramid structure where decision is made by top management from the head office via regional office to the management area which must be forwarded to correctional centres without any involvement of the officials, but with Unit Management this is vice-versa.

According to the (Department of Correctional Services, White Paper on Corrections 2005:86) unit Management approach which is a decentralised approach, allows unit managers to work together with offenders in finding possible solutions and decisions for the benefit of the offenders. This process of involvement creates a healthy and sound relationship between officials and offenders.

According to Matshaba (2011:103), the benefit of adopting a decentralised approach to Unit Management has results such as the classification of offenders is simplified, the morale of officials is lifted based on the conducive environment, offenders are placed on activities which build on to their lives, offender management is fostered, units are broken into smaller and more manageable units, offenders are placed into the correctional programme; and both officials and offenders are placed into a conducive environment.

4.17 ADVANTAGES AND DISADVANTAGES OF UNIT MANAGEMENT

4.17.1 Advantages of Unit Management

Luyt (1999:35) argues that during the formation or establishment of Unit Management, many advantages were derived from the concept of Unit Management. Some of these advantages can be utilised as disadvantages. The concept itself allows flexibility and sound interaction between officials and offenders in the decision-making processes. Officials are

given powers and responsibility to take decisions without any fear or favour. Unit Management ensures that all work done is seen with naked eyes, such as behavioural change and interaction between officials and offenders, sound communication between officials and offenders. Unit Management as a concept depends on multi-disciplinary approach that all stakeholders are involved in many decisions about a matter. According to Luyt (2011:36), the advantages of Unit Management are:

- To improve the level of communication between officials and offenders;
- To divide large number of offenders to smaller and more manageable group;
- To put emphasis on individual classification and planning of programmes;
- To put emphasis on multi-disciplinary approach;
- To take decisions to be made collaboratively by officials and offenders;
- To review and adjust according to offender needs;
- To develop common goals and ways to achieve them;
- To empower correctional officials;
- To improve moral and attitude of the correctional officials;
- To encourage correctional officials not to report sick leave unnecessary;
- To improve behaviour of correctional officials;
- To ensure that environment becomes conducive to everybody;
- To improve treatment of offenders by correctional officials; and
- To give offenders an opportunity to develop themselves.

4.17.2 Disadvantages of Unit Management

Unit Management disadvantages as a process which can at some stage have an influence on the decision-making process of implementation. Luyt (2011:24) includes the following:

- The implementation cost. Unit Management is a costly approach because new structures are required for the ideal environment in which to implement Unit Management. However, keep in mind that new role-players may already be on the staff of traditional prisons. Also remember that there is a decrease in violent incidents and therefore also a decrease in medical costs;

- The time of implementation. The introduction of Unit Management takes thorough planning and extra resources. Opponents to change must be won over. Positions and the appropriate staff members to fill those positions must be identified. Training must be conducted, ensuring that the shift from normally passive, traditional custody to active custody does take place; and
- Threats to the prison establishment. Unit Management is perceived as a threat to those people in traditional prison establishments who are autocratic in their dealings with staff members and inmates. Such people do not want their authority or position of seniority challenged and may object to the decentralised, participative way of managing prisons.

4.18 THE COST OF UNIT MANAGEMENT

Unit Management is a very expensive concept to maintain. Luyt (2011:24) argues that there are various costs involved such as the costs to maintain officials only for the duration of their shift and performance in rendering security, correctional programmes. implementation of Unit Management requires more manpower. Unit Management can be implemented over a period considering the process to be followed of budget allocation. The Department must be able to fund the project for its full implementation inside the Correctional Centres of Excellence.

4.19 CASE MANAGEMENT

Mention was made about case management being one of the pillars of Unit Management. The researcher elaborates in more detail about other important aspects of case management. Luyt (1999:127) defines case management as a way of shaping the progress of an offender through the correctional system whilst he is still incarcerated. Case management focuses on correctional officials to put more emphasis on the challenges of offenders. Case management is regarded as one of the components of Unit Management on providing rehabilitation programmes to offenders. Case management co-ordinates and directs all the activities associated with the management of an offender's sentence.

4.19.1 The Purpose and Objectives of Case Management

According to Luyt in Bruyns, Jonker and Luyt (2000:82), case management is regarded as the most essential component of Unit Management. Therefore, case management is a way of organising the movement of the offender through the correctional system. Case management is an ongoing process that is used to foster change on so that they may not come back to correctional centres again. The purpose of case management is to put focus on an individual offender about his needs and expectation during his incarceration inside the correctional centre so that he can be a better and rehabilitated person after released (Du Preez, 2003:55). The purpose of case management is to facilitate all activities about managing the sentence of offenders through the sentence plan. The main objective of case management is to put more emphasis on the development of an offender through security system. Case management helps to monitor the progress of offenders placed on correctional programmes and to build relationships between officials and offenders. According to Luyt (1999:182), the purpose of case management are as follows:

- case management must co-ordinate all activities of offenders;
- Offenders must be given the chance for change;
- The treatment programmes must be based on supervision;
- Offenders should be encouraged to change their behaviour;
- Offenders should be supported in the completion of their sentences;
- There must be a good relationship between offenders and officials;
- Correctional programmes should be developed and implemented;
- Sentence plans should be monitored;
- Treatment programmes of offenders should be revised;
- case management should be guided by sentence planning; and
- Sentence plan files must be updated and kept safe.

Luyt (1999: 128) described the objectives of case management as follows:

- Case management programmes to be structured on basis of individual offender;
- Case management programmes to contain achievable goals;
- Goals achieved to be rewarded;

- Positive behaviour to be rewarded;
- To identify offender needs and challenges;
- To conduct one on one individual therapy to offenders;
- To design a monitoring tool for plans; and
- Offenders to be supported in terms of educational, vocational and counselling treatment.

Case management is structured in such a way that there is community involvement in the rehabilitation of offenders to prevent them from falling back into crime again.

4.19.2 Advantages and Disadvantages of Case Management

Case management like any other system has advantages and disadvantages as a tool. Luyt (1999:129) asserts that the advantages of case management can be divided into three categories namely:

- advantages of case management to offenders;
- advantages of case management to officials; and
- advantages of case management to correctional system.

4.19.2.1 Advantages of Case Management to Offenders

According to Luyt (1999:129), case management encourages the offender to obtain maximum benefits from the imposed sentence. The following are the advantages of case management to offenders:

- It encourages offenders to participate in their rehabilitation programmes.
- It helps in building the relationship between offenders and officials.
- It helps to level a safer environment for both the officials and offenders.
- It helps to establish a contact between officials and offenders.

4.19.2.2 Advantages of Case Management to Officials

According to Du Preez (2003:94), case management offers a more challenging and interesting career for correctional officials. Each official is responsible for his own caseload, which makes the work more easy and manageable. The following are the advantages of case management to officials:

- It helps to build a relationship of trust between officials and offenders.
- It helps correctional officials to be more professional in executing their work and to be multi-skilled.
- It helps correctional officials to know how to prevent problems from escalating.

4.19.2.3 Advantages of Case Management to Correctional System

A relationship of trust must be built between the correctional officials and the offenders: This will help the system to operate smoothly for the benefit of the Department: The following are the advantages of case management to the correctional system:

- Good relationship of offenders and officials results in lessened fights amongst offenders, lessened assaults, and lessened gang activities.
- Correctional programmes offered help offenders to calm their anger.
- Prevention of problems before they escalate, helps to curb incidents such as escapes and fights amongst offenders.
- Visiting of cells by officials changes the behaviour of offenders.

4.19.2.4 Disadvantages of Case Management

It is not easy to understand that there will be disadvantages involved in the case management. Du Preez (2003) The following are the disadvantages of case management:

- Case management intrudes on the rights of offenders if not applied correctly.
- Case management is expensive to maintain hence the costs attached to its implementation is regarded as the disadvantage.
- Change management is a disadvantage as managers must adapt to drastic change

with regard to case management.

4.20 THE CASE MANAGEMENT COMMITTEE

Du Preez (2003:170) defines case management committee as the central body that is responsible for management of offenders. Section (38) of the Correctional Services Act 111 Of 1998, Republic of South Africa (1998:42) stipulates that case management committees are instituted in all correctional centres where sentenced offenders are incarcerated to decide on the classification of offenders, to reintegrate offenders to either individual or group programmes, and to reward good and or bad behaviour. The committee also has the function of making recommendations regarding the placement of sentenced offenders. The case management committee consists of officials such as social workers, psychologists, educationists, and permanent correctional officials. Du Preez (2003:170) indicates that offenders should appear before the case management committee at least once after every three months.

4.21 ADMISSIONS INTO THE CORRECTIONAL CENTRES OF EXCELLENCE

4.21.1 Admission of Offenders

In terms of Section 38 of the Correctional Services Act 111 Of 1998, Republic of South Africa, 1998:42), admission of offenders into the Correctional Centre of Excellence takes place in the Admission Unit, previously known as the reception area. The Admission Unit is designed solely for admitting offenders who are sentenced by the court of law for the duration period as specified in their warrant of committal. The objective of the Admission Unit is to admit all offenders sentenced by the court. Offenders are admitted into the Correctional Centre of Excellence based on the authorised warrant of committal by the magistrate. Admission of offenders takes place in the admission unit within the Correctional Centres of Excellence. Furthermore, the Admission Unit is used as a temporal holding unit for offenders waiting to be classified and transferred relevant units according to their classification categories. The Admission Unit should not form part of the place used for accommodating offenders. During the admission process, names of offender as well crime committed, the day and time of admission and release date that appear on the warrant should

be recorded in a register. The head of the correctional centre of excellence may not admit any person without an authorised warrant of arrest.

Section 38 of Correctional Services Act 111 of 1998, Republic of South Africa, 1998:6) stipulates that a warrant must be made out to the relevant head of a correctional centre. It must be signed by a Judge, names and thumb print of the offender must be affixed on the warrant, the date on which the warrant was issued must appear on the warrant, the crime committed must be furnished, the name of the officer issuing the warrant must be indicated, juveniles must always not have kept with adults; and a signature must confirm any amendments in the warrant.

A body receipt for transferring information from one correctional centre to another must accompany all offenders admitted to the correctional centre. During admission, offenders are given numbers for identification purposes. According to Du Preez (2003:23), after admission, offender must be issued with an identification card which spells his registration number, name, crime, sentence, and thumbprint that he must always carry. A medical officer must examine all offenders upon admission. According to Luyt (1999:102), the head of or his delegate must immediately upon admission address offenders on the following aspects of life inside the correctional centre:

- Rules and regulations of the unit;
- Complaints and requests procedure
- Rights and privileges system of offenders;
- Reporting structure or hierarchy;
- Communication channels;
- Implications of incarcerations;
- Danger of involvement in gangsterism;
- Dangers of sodomy and sexual activities;
- Participation in correctional programmes; and
- Damaging state property.

The Head of the Correctional Centre must also address offenders on their rights as contained

in Section 35(2) of the Bill of Rights in the Constitution of (Republic of South Africa, 1996:5). All offenders who are incarcerated into the correctional centres have the right to be notified of the reasons for incarceration, to consult with a legal practitioner of his choice, to challenge the unlawful detention, to be incarcerated in human conditions, and communicate with the next of kin.

4.21.2 Orientation of Offenders

According to Luyt (1999:101), Admission Unit forms part of the orientation and assessment units. Before offenders can be classified, they must be orientated about the rules and regulations of the correctional centre. Orientation will include amongst others, programmes, sporting activities, educational activities, and religious activities. Offenders must be taken for the correctional centre tour to be able to see the activities physically. The relevant representatives or supervisors in the relevant component, industry, education, religious, and recreation will have an opportunity to engage with the offender in the form of an interview.

During orientation of offenders into the Correctional Centres of Excellence, aspects such as sentence planning and the procedures of the correctional centre must be outlined to offenders. All offenders should be provided with orientation programmes, be informed of their rights and responsibilities and the rules and regulations within the units. According to Luyt (1999:102), during orientation, offenders should be told about a comprehensive description of the unit, the role of the case management and the case officials, handling of confidential information, participation into the correctional programmes, rules regarding telephone, visit, accommodation conduct and the grievance procedure, the communication channels, day structured programme of the unit, purchases and clothing, the dress codes, medical services, spiritual care; and release preparation.

During orientation of offenders, the classification of offenders is also taken into considerations. Assessment of offenders is taken as the first step in the development of the individual case plan.

4.21.3 Assessment of Offenders

According to Luyt (1999:102), a comprehensive assessment process must take place within a period of three weeks before the offender can be transferred to another unit. Assessment unit is not regarded as the accommodation unit in terms of Unit Management concept.

In the Correctional Centres of Excellence, assessment of offenders is regarded as supporting a multidisciplinary approach in rendering services to offenders. According to Du Preez and Luyt (2004:201), correctional officials are required to develop trust with an offender for revealing the truth. All the information gathered during the process of assessment must be kept confidential. According to the Annual Report of South African Department of Correctional Services, 2007:41) there are two areas of assessment that needs to be covered, namely, risk assessment and needs management.

4.21.3.1 Risk Assessment

The risk refers to the danger that the offender poses to himself, other people and to the community. The offender is assessed according to the crime committed such as dangerous crimes. Risk assessment covers the areas such as employment, alcohol and drug abuse, and previous convictions of an offender.

4.21.3.2 Needs Assessment

According to Enos & Southern (1996:57) needs assessment refers to as internal classification system of offenders, which offers direction to correctional officials who are responsible for programming. Needs assessment focuses on education, employment, financial situation, interpersonal relationships, family matters, accommodation, recreation, friends, alcohol, and drug abuse challenges. According to Enos and Southern (1996:57), both risk and needs assessment systems are designed to match an offender with appropriate programmes and security placement into the correctional centre. During the assessment and orientation process of offenders, the classification of offenders also takes place.

4.22 CLASSIFICATION OF OFFENDERS

Classification of offenders according to Stinchcomb and Fox (1999:226) is the division of offenders into groups according to individualities they share in general. Classification is very much important when it comes to the operations of a safe, secure and orderly correctional environment. Cilliers (2008:104) cites that successful classification system will ensure good safety custody and proper administration of rehabilitation programmes. Classification of offenders enable the correctional centre to identify the offenders' level of educational, vocational, social, and psychological need so that it can be easy to be able to separate them in accordance to non-violent and aggressive offenders.

The guidelines to be used in the classification of offenders will be:

- Classification system to be clear to everyone;
- Classification system should allow good results;
- Classification system must be spot on;
- Classification system must be reasonable; and
- Classification system must have treatment to challenges.

Classification according to Schmalleger and Smykla (2005:254) is the process of subdividing the offender population into meaningful categories to match offender needs with correctional action. This classification is done in conjunction with offender safety, the protection of offender's rights, equity, consistency and fairness, order and discipline; and also, safety of the community.

According to Section 6 of the Correctional Services, Act 111 of 1998, (Republic of South Africa, 1998:6); upon admission, offenders are classified and placed according to their group classification as follows:

Category A-group

These are all types of offenders who are classified as monitors and are working inside and outside the Correctional Centres of Excellence. Most of these offenders are called monitors because they are not escorted when marching to their respective spans of duties. These types

of offenders must always carry their tag, which is written monitor and his identity card with a classification category of A-group. Their classification category is monitors.

Category B-group

These are all types of offenders who are allocated work and are expected to work on daily basis in the premises surrounding the Correctional Centres of Excellence official houses, official single and married quarters and the terrain spans.

Category C-group

These are all types of offenders who are allocated work in the offices inside the correctional centre of excellence, kitchen, libraries, and corridors.

Category D-group

These are all types of offenders who are not allocated work and are sentenced longer period but attends correctional programmes and educational and vocational programmes inside the Correctional Centres of Excellence.

4.23 CLASSIFICATION FOR SPECIAL NEEDS CASES

According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:83), the Department decided to revise the classification system in the Correctional Centres of Excellence. Different categories of special need case were identified. The following types of offenders will be discussed below.

4.23.1 First Offenders

According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:82) offenders who are incarcerated for the first time and for petty crimes should as far as possible be placed separately from offenders who have reoffended. This practice is done in the correctional centre of excellence for rehabilitation of offenders.

4.23.2 Female Offenders

According to Salomone (2004:34), female offenders were not fully recognised due to the small number of their incarceration population. According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:82) female offenders who are incarcerated in the correctional centres must be entirely separately from male offenders for genders reasons. The Act also stipulates that these female offenders must be kept in their units inside the correctional centres. The Act also demands that as practically possible, female offenders must be incarcerated in the correctional centres closer to their families. According to Salomone (2004:34) the Department of Correctional Services must ensure that female offenders are exposed to programmes that will offer them special skills to be used after release. The officials make use of the time spent by female offenders inside the Correctional Centres of Excellence to involve them into the correctional programmes.

4.23.3 Offenders with Disabilities

According to the According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:82), correctional facilities should be made available for all offenders with disabilities for proper accommodation purpose. It also demands that there should be rehabilitation programmes available for them for preparation of their release. The head correctional centre ensures that correctional officials are trained to manage these types of offenders inside the Correctional Centres of Excellence.

4.23.4 Offenders with Mental Illness

According to the According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:83) offenders who are mentally ill requires a special attention. They should be referred to a mental hospital after assessment by the psychiatrist form the correctional centre of excellence.

4.23.5 Elderly Offenders

According to the White Paper on Corrections in South Africa (Department of Correctional Services, 2005:83), the Department carry a burden over elderly offenders in terms of costs. These types of offenders cannot be involved in the correctional programmes like any other offenders because of age factor. Heads of correctional centres must adjust structured day programme to suit the needs of the elderly offenders.

4.24 PROGRAMMES FOR REHABILITATION OF OFFENDERS

Various rehabilitation programmes are offered in the Correctional Centres of Excellence. The main aim of the rehabilitation programmes in Correctional Centres of Excellence is to provide the opportunity to offenders to improve their quality of life. Rehabilitation programmes in Correctional Centres of Excellence include amongst others, psychology, social work, spiritual care, health services library and educational programs. Each of these programs will be discussed in detail below. Rehabilitation of offenders is best facilitated through the compilation of a sentence plan process that engages offenders socially, morally, spiritually, physically, educationally, intellectually and mentally.

4.24.1 Psychological Programmes

According to Du Preez & Luyt, (2004:194) psychological services must takes the responsibility of identifying offenders for treatment purposes. There is one psychologist available at each correctional centre of excellence at Johannesburg Management Area. This is to ensure that the offenders are seen in terms of their mental health and emotional well-being. The psychologists make use of methods such as individual therapy, group therapy and family therapy. There are two approaches designed for psychological programmes.

- Psychotherapeutic approaches
Psychotherapeutic approaches indicate all kinds of programmes that are intended to deal with the mind of an offender.
- Group treatment.
Group treatment cloud offenders in a group form to discuss matters of mutual

interests. According to (Clear & Cole, 2000:323), group treatment consists of interaction building cognitive skill between offenders.

4.24.2 Social Work Services

There is one social worker allocated at each correctional centre of excellence at Johannesburg Management Area which investigate the social needs of offenders. Social services include therapeutic, educational, helpful, crisis intervention, growth, assessment and evaluation services. The Department of Correctional Services make use of only qualified social workers who are registered with the South African Council of Social Workers and Professions to render programmes to offenders.

4.24.3 Health Care Services

Health care services are offered with a view of promoting the health of the offender. This treatment is offered for free to all offenders incarcerated into the correctional centres. There is a medical officer available for day and night duties at Johannesburg Management Area Correctional Centres of Excellence. Offenders who are willing to make use of their private medical aid and doctors are allowed on their own expenses. According to Health Care Services section 10 of the Correctional Services Act 111 of 1998 (Republic of South Africa, 1998:21), offenders must be provided with three nutritious meals per day and including clothing, bedding and accommodation.

Correctional programmes are offered to offenders with a view of rehabilitating them not to re-offender again and that they should be responsible people after release. This is one reason the Correctional Centres of Excellence have been put in place qualified personnel to deal with the rehabilitation of offenders as a priority. It has been noticed that all measures of rehabilitation have been put in place in the Johannesburg Correctional Centres of Excellence when the researcher conducted the study

Classification of offenders takes place based on the separation of elderly, females, young, and offenders with disabilities. The Department becomes accountable for these types of offenders until they are removed therefrom. They must also be involved in the correctional programmes whilst incarcerated into the Correctional Centres of Excellence

4.25 SUMMARY

In this chapter the researcher covered the historical overview of the South African correctional systems. The transformation of the correctional system in a democratic South Africa and the development of Unit Management in South Africa. The researcher placed emphasis on the Correctional Centres of Excellence as a focal point for the study. Examples of Correctional Centres of Excellence were also given in this chapter. The implementation of Unit Management into the Correctional Centres of Excellence was discussed in more detail in this chapter. Case management as a model was also discussed in this chapter. Admission of offenders into the Correctional Centres of Excellence, the classification process, orientation and assessment were discussed along with correctional programmes for offenders. The measures have been put in place in the Johannesburg Correctional Centres of Excellence for the rehabilitation of offenders. In the following chapter the researcher will discuss the empirical study.

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CHAPTER 5

EMPIRICAL STUDY

RESEARCH METHODOLOGY

5.1 INTRODUCTION

This chapter discusses the research design and methodology of the study. The aim of the research will be provided to guide the reader with the global understanding of the instrument and methodologies used in this study. It also provides the description of the researcher's data collection techniques, the methods of analysis, and the ethical considerations.

5.2 AIMS OF THE RESEARCH

The aim of the study was to evaluate the implementation of Unit Management into the Correctional Centres of Excellence. The focus was on case management, human rights, multi-disciplinary approach. In addition, the study sought to investigate whether monitoring and delegated officials conduct evaluation of unit management into the Correctional Centres of Excellence.

The objectives of the study are:

- To analyse the history and development of Corrections internationally and its philosophical background;
- To examine the impact of the history of rehabilitation in the South African Corrections system, right through to the actualisation of the South African White Paper on Corrections, 2005;
- To explain the concept of rehabilitation and its development and application both internationally and locally;
- To evaluate the application of unit management in South African Correctional Centres of Excellence; and

- To develop a South African model of unit management tool where correctional centres of excellence should bench mark.

5.3 RESEARCH DESIGN

Research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem (Welman & Kruger, 2001:46). The purpose of research design is to ensure that the evidence obtained enables you to effectively address the research problem as logically as possible. In social sciences, obtaining information relevant to the research problem generally entails specifying the type of evidence needed to test a theory, to evaluate a programme, or to describe a phenomenon (De Vos, 2001:5).

Research design is a very important part of every research. According to Durrheim, (2006:37) research design is the procedure for conducting the study under certain conditions. McMillan and Schumacher further add that research design is needed to provide appropriate answers to the asked questions. Polit et al. (2004:470) describe research as “overall plan for addressing research questions to enhance the integrity of the study. A research design guides the researcher on how, when and where to specifically collect the data that is needed for the purpose of the study. The research design also explains the overall approach of the data whether it should be qualitative or quantitative in nature. Furthermore, research design ensures that maximum and proper control is exercised when conducting a research. De Vos (2005:73) assert that there are two research approaches, namely, qualitative and quantitative. In this study, the researcher has made use of the qualitative research approach.

Mouton (2001:55), states that qualitative research is a vigorous, systematic process for generating information about the world and in so doing making huge plans to get more information regarding the study. Babbie (2001:91) further maintain that qualitative research is a systematic approach of describing the expertise of the people and to attach their lives to current experience. Polit et al. (2001:469) define qualitative research as the holistic investigation that makes use of research design to collect more information for analysing it. According to Babbie and Mouton (2001:270), qualitative research is:

- An attempt in understanding actions from the participating group of people;

- A design that enables the researcher to collect correct information and to be unbiased; and
- Recognising that there are sometimes differences in culture, beliefs, race, ethnicity and language that may prevent the researcher from getting valuable information.

According to Payne and Payne, (2004: 175), the advantages of qualitative research are:

- The design is more effective and economical.
- Questions are administered by the researcher and the statistician only.
- The design allows the respondents to provide honest results.
- Qualitative research saves costs and lessens labour.
- Respondents can be found in one place.

Wolman and Kruger (2001:46) accentuate that a research design is a plan that directs the researcher on how to get participants or objects to partake in the research study to obtain valuable and accurate information from them. The researcher has made use of sources such as offenders, officials from the Department of Justice and Correctional Services Correctional Centres of Excellence, books, articles, correctional services act amongst others in order to describe the implementation of Unit Management into the Correctional Centres of Excellence in South Africa.

5.3.1 Methodological Design

5.3.1.1 Qualitative Research

According to Creswell (2014:223), qualitative research is an approach for testing theories by examining the connection between variables. These variables can be measured in terms of the statistical record. Qualitative research design differs totally from quantitative research design because it does not give the researcher a fixed guide to follow when conducting a research, but it gives him a free role and the choice to conduct a research as he wishes. Dantzler and Hunter (2000:75) argue that qualitative research design is non-numerical examination and analysis of observation with the aim of finding meanings of patterns and relationships. Silverman (2000:78) argues that qualitative research is based on the current

situation and is therefore designed to answer questions that are based on the current situation. Durrheim (2006:47) posits that qualitative research methods allow the researcher to study issues in depth as they attempt to understand the data collected. Payne and Payne (2004:175) assert that all qualitative methods share certain features such as to collect information and allow ideas to emerge from them, they also make use of a smaller limited number of people unlike concentrating on large amount of people, they rely on actions as part of the process unlike studying it in isolation from the study, and they interpret the meaning that people bring rather than describing statistics.

According to Creswell (2014:223), qualitative research aims at:

- Explaining the steps to follow when conducting a research;
- Giving a clear picture and understanding;
- Generating valuable information with positive answers;
- Providing an accurate profile of a specific study;
- Describing how to follow a process; and
- Giving a background of the study.

The research therefore meets the expectations of a qualitative research, hence questions such as how Unit Management is being implemented into the Correctional Centres of Excellence in South Africa, which role players are involved in the implementation of Unit Management into the Correctional Centres of Excellence in South Africa amongst others are being answered in the study. The information obtained through literature survey leads to a better knowledge and understanding of the implementation of Unit Management into the Correctional Centres of Excellence in South Africa, which should bear new knowledge.

5.3.1.2 Exploratory Research

Durrheim (2006:559) elaborates that exploratory research is used to make preliminary investigation into unknown areas of research. According to Mouton (1989:43), exploratory research is simplified in three ways namely:

- To give the researcher a better understanding of the study;

- To put the study on test; and
- To develop better methods of study.

The study challenges to regulate significances for more research to be conducted in this field of study, and this could lead to the progress of a new set of theories for the implementation of Unit Management into the Correctional Centres of Excellence in South Africa.

5.3.1.3 Descriptive Research Design

Polit and Beck (2008:19) assert that descriptive research design focuses mainly on the characteristics of the people or scenarios and that it describes the importance of the event. The research design in this project was descriptive in the sense that the researcher attempted to gain an understanding of the implementation of Unit Management into the Correctional Centres of Excellence by formulating descriptions as well as explanations thereof. Silverman (2000:78) suggests that descriptive research is based on the current situation and is therefore designed to answer questions about ongoing phenomenon of the current scenario. Descriptive research focuses on the following components (Norrish, 2011:119):

- The experiences of the participants in terms of their lives in assisting the researcher to acquire correct information.
- The holistic needs of the participants looking at their health, quality of life, and personal experiences.
- The opinions of the participants on the rehabilitation programmes can have effect on their lives.

Descriptive research answers to all asked questions such as why, where, when, and how. The researcher ensured that all such questions are answered in the study.

5.4 DATA COLLECTION

Taylor (1994:9) postulate that exploratory research is not intended to speculate on a large population of people but only increases the knowledge of the research. to achieve the purpose of this study, the researcher selected the exploratory research design to understand the experiences of the participants without being duly influenced by the existing literature. Collection of data is necessary to get information that will answer crucial questions should they arise. Bless and Higson-Smith (1995:99) report that data can be collected in two ways:

- Primary data: This is the information that is collected by the researcher personally
- Secondary data: This is the information that is readily available and collected by other researchers.

Data for this study were collected by means of perusal of documents and other literature in the form of departmental policies, books and the distribution of questionnaires. Therefore, both primary and secondary data was collected.

5.5 LITERATURE REVIEW

According to De Vos (2007:263), review of the literature serves broad functions in research in the sense that, it demonstrates the assumption of questions that are chosen by the researcher. It also describes those assumptions and values that the researcher brings to the research field, puts the researcher on the position that makes him to clearly understand the traditions that support the study, shows how the researcher has identified the gaps in the research study and the ways to close such gaps, and the literature review redefines the research questions.

The study of literature is vital in social sciences research projects in the sense that it gives the researcher valuable background information on the research questions. Conducting of literature review helps that researcher to identify gaps within the research itself and the ways to find possible solutions in choosing such gaps. In the study, two Correctional Centres of Excellence were identified in Gauteng Province of South Africa as research sites. The research settings in which the data were collected consisted of one juvenile Correctional Centre of Excellence and the Females Correctional Centre of Excellence situated in

Johannesburg Management Area. In the literature review, books, articles, departmental policies, internet searches, thesis and dissertation, publications and including the Constitution of the South Africa were consulted.

5.6 UNSTRUCTURED INTERVIEWS

According to Mouton (1991:43), exploratory research methodology is used to explore an unknown research part that channels the researcher into a clear understanding of data collection. An unstructured interview or non-directive interview is an interview in which questions are not pre-arranged. Unstructured interviews are more flexible as questions can be adapted and changed depending on the respondents' answers. Unstructured interviews were conducted with correctional officials at both females and male's correctional centres at Johannesburg Management Area. This type of interview was chosen since it simplifies the requirements of exploratory research methodology. The researcher aimed to gain practical insight into the implementation of Unit Management into the Correctional Centres of Excellence.

5.7 QUESTIONNAIRES

According to the New Dictionary of Social Work (1995:51), a questionnaire is a document that contains a set of questions that seek accurate answers. The researcher compiles a set of questions about a study that seek answers for measuring the attitudes of the respondents who are expected to be honest in providing answers. De Vos et al. (2007:166) point out that questionnaires rely on written information that is given by respondents in answering questions that are posed by the researcher.

For this study, 60 structured questions were set to measure the attitudes and opinions of the correctional officials employed by the Department of Correctional Services working at the Medium C Correctional Centre of Excellence and the Female Correctional Centre of Excellence respectively at Johannesburg Management Area. The questionnaires were distributed to officials and were given time to be collected the following day. Officials indicated that they found it easy to complete the questionnaires because they were easily drafted to suit their own understanding.

5.7.1 Construction of the Questionnaire

Questionnaires are frequently used in research. They are a valuable method of collecting data. Good questionnaire construction is critical to the success of a survey. Inappropriate questions or a bad questionnaire format can influence research results. A useful checking instrument is a pre-test by giving it to a small sample of respondents. This was done at the Johannesburg Female Correctional Centre, as explained under the pilot study below.

The questionnaire is derived from the literature review on the components of Unit Management. These include the implementation of Unit Management into the Correctional Centres of Excellence, the application of case management, the implementation of Unit Management about human rights of offenders, the implementation of Unit Management based on multi-disciplinary approach, and the monitoring and evaluation of Unit Management by delegated authority. The researcher was personally responsible for the construction and design of the questionnaire. The aim of the questionnaire was to cover the components of Unit Management and its implementation into the Correctional Centres of Excellence and to address the gaps found by the researcher in the field of Penology.

The questionnaire was structured such that it contains part A which comprises biographical information of correctional officials and part B which was divided into four categories namely: case management, multi-disciplinary approach, monitoring of Unit Management, and the human rights of offenders. Respondents were requested to ensure that they do not omit questions or answers. More importantly, a cover letter was issued by the researcher accompanying the questionnaire explaining the purpose of the research, voluntary participation into the study and matters of confidentiality. (Mouton 2004:178) indicates that the advantages of the questionnaires are as follows:

- Questions are less expensive to administer as compared to conducting interviews.
- Participants are free to give honest answers.
- Participants complete questions in the absence of the researcher.
- The format of the questions is standardised for all participants.
- A large group of people could be consulted for completing questions.

There are also disadvantages when using questionnaires according to (Mouton 2004:178) These are the following:

- The respondents are given a choice whether to participate or not.
- Important information may be lost due to brief and concise answers.
- Respondents might not reflect true opinions.

5.7.2 Administration of the Questionnaires

The researcher made necessary arrangements with the head of the correctional centre for both Correctional Centres of Excellence in advance. This granted the head of correctional centre ample time to organise his staff and the venue for officials to participate in the study without inconveniencing their daily routines. The researcher ensured that questions for each Correctional Centre of Excellence were identified by typing the name of the correctional of excellence such as Female Correctional Centre of Excellence and or juvenile's correctional centre of excellence.

The researcher distributed and collected the questionnaires personally. The questionnaires were distributed and collected the following day giving respondents enough time to fill in the questionnaires. Moreover, no challenges were encountered during the completion of the questionnaires as the researcher based all questions correctional officials who are regarded as the employees of the department of justice and correctional services. The researcher made use of the correctional officials as a sample because of their experience and knowledge in the Department of Correctional Services. The researcher included in the questionnaire a daily structured programme as a tool that is used to ensure that all the stakeholders are involved in the implementation of Unit Management in the correctional centres. The daily programme also reminds the incumbents of what is expected of them and what time. This is done to regulate the daily routines in the units.

5.8 PILOT STUDY

According to Mason and Bramble (1997:35), a pilot study can also be defined as a ruler that can be used to measure the sample of the research design. For this study, researcher conducted the pilot study by means of having the respondents completing the

questionnaires. The pre-testing of the questionnaires was conducted at the Johannesburg Female Correctional Centre of Excellence, and Johannesburg Maximum C Correctional Centre of Excellence. Correctional officials employed by the Department of Correctional Services working at the relevant Correctional Centres of Excellence were used as samples. Approximately 60 correctional officials were selected to participate in the pilot study. The pilot study contributed to the following changes in the final structure of the questionnaires that were used in the study.

PART B: CASE MANAGEMENT

Statement 11

Unit Management is a management strategy designed to improve control and relationships by dividing the larger offender population into smaller groups to improve service delivery pertaining care, security and social integration.

The researcher used the definition of Unit Management to check whether correctional officials know and understand the concept of Unit Management that they are in contact on daily basis.

Statement 12

The daily structured programme is available in the units

The daily structured programme is a document that guides both officials and offenders in their daily routines. The statement was structured to check whether officials and offenders are following what is laid down in the units. This was tested for the benefit of the implementation of Unit Management.

Statement 13

Correctional officials are presenting correctional programmes to offenders

This is one critical area in the implementation of Unit Management in ensuring that offenders are attending programmes. Programmes are to be offered to offenders by correctional officials. The researcher tested the fact based on the training provided by the Department to officials.

Statement 14

Offenders are involved in various correctional programmes

Offenders must be involved in various correctional programmes while incarcerated in the correctional centres. This involves rehabilitation path of offenders. The researcher tested the statement to determine whether indeed offenders are involved in the programmes.

Statement 15

Unit rules regulating the unit for offenders are available in the unit

Unit rules are used as a yardstick for keeping discipline to offenders. Unit rules are the guidelines for both officials and offenders. The researcher tested to determine whether the measure is working for the Department.

PART B: MULTI-DISCIPLINARY APPROACH**Statement 17**

A permanent psychologist is assigned in the unit to deal with challenges of offenders

Unit management spells out that specialists must be involved in the treatment of offenders during the time of incarceration in the Correctional Centres of Excellence. The following are (inter alia) regarded as specialists who form part of the multi-disciplinary team, psychologists, social workers, religious care workers, educationists, health care workers, and special needs offenders.

Statement 22

Offenders with disabilities are kept in special care units

Department must ensure that offenders with disabilities are treated according to their special needs. This is in line with the (Department of Correctional Services, White Paper on Corrections 2005:82). The Department is bound by this clause. The researcher tested this to determine whether the Department complies with this regulation.

PART B: MONITORING OF UNIT MANAGEMENT

Statement 23

A case assessment team is established and functional in the units

A case assessment team is a team that comprises of stakeholders working in various units in the correctional centre. The head of correctional centre for the assessment of offenders appoint this team during admission. The researcher tested this to determine whether offenders are assessed during admission to the correctional centres.

Statement 24

A unit manager submits a monthly report to the head correctional centre about the progress of Unit Management.

Unit Management requires monitoring from all the stakeholders from the management area until at the head office. This monitoring is done by means of a reporting structure. The researcher has tested all the offices (inter alia) unit manager, head correctional centre, office of the Area Commissioner, office of the Regional Commissioner, and officials from head office. The researcher tested this to determine whether all these stakeholders are involved in executing this task.

PART B: HUMAN RIGHTS OF OFFENDERS

Statement 35

Offenders are treated humanely and with dignity in the units

Section 35 (2) Act No. 108 of 1996 of the Constitution of the (Republic of South Africa, 1996:46) stipulates that offenders must be treated humanely while incarcerated in the correctional centres. The researcher tested this statement to determine whether the human rights of offenders are upheld.

Statement 36

Offender privacy is respected every time searching is conducted.

Section 27 (2) Act No. 108 of 1996 of the Constitution of the (Republic of South Africa, 1996:46) stipulates that an offender must be searched in such a manner that it does not invade his privacy and that it must not undermine his dignity. The researcher tested whether the privacy of offenders is respected, especially when it comes to searching because searching in the correctional centres is conducted unannounced and at any time possible.

Statement 37

Offenders have a choice to basic and adult education in terms of human rights.

Section 18 (1) Act No. 108 of 1996 of the Constitution of the (Republic of South Africa, 1996:18) stipulates that offenders must be subjected to education while incarcerated in the correctional centres. The Department must take the responsibility in educating offenders unless at the registered at the tertiary level. The researcher tested this statement to determine whether offenders are given opportunity to study while incarcerated.

5.9 DEMARCATION OF THE STUDY

The demarcation of a study is an important reason for consideration in this study. According to Silverman (2000:12), the main aim of demarcation is to reduce the research group to a minimum number. The demarcation of this study was mainly applied to the philosophy and the population included in the study, and the study concentrated on the implementation of unit management in the Johannesburg Correctional Centre, an institution defined as a so-called centre of excellence.

The research focused on the sentenced offenders only specifically, the researcher focused on the correctional officials employed by the Department of Correctional Services for the usage of their vast experience on dealing with offenders. The research was limited to specific Correctional Centres of Excellence mainly: Johannesburg Female Correctional Centre of Excellence and Johannesburg Maximum Correctional Centre of Excellence.

5.10 POPULATION

Welman and Kruger (2001:46) highlight that the population in a research study is related to the individuals, objects, groups, organisations, human beings, and events. Population refers to all the elements that conform to the criteria of the study whether be it objects, people, events or even substances, (Polit and Beck 2004:289). Babbie (2005:208) define population as the theoretical group of elements. The researcher limited the empirical part of the study to correctional officials working at the Correctional Centres of Excellence. Offenders incarcerated into the Correctional Centres of Excellence were excluded from participating in the study.

5.11 SAMPLING

Polit and Beck (2006:278) and Gerrish and Lacey (2006:174) assert that sampling is a process of selecting a portion of population to represent the entire population for a certain study. For this study, the researcher assembled the purposive sampling, which is non-probability sampling by nature. Babbie (2008:179) define purposive sampling as a type of non-probability sampling in which selected units are based on the research judgement. Gerrish and Lacey (2006:181) assume that the researcher is well conversant about the type of participants who will partake in the study. During the purposive sampling, the researcher made use of his knowledge and expertise in choosing the group of people who will participate in the study. Therefore, the researcher considered demographic aspects such as the age of the correctional officials, their years of experience which will have an impact on the study itself, school qualifications as some were employed during the apartheid era, unit management is an post-apartheid idea in South Africa units where they are deployed on basis of implementing Unit Management concept, and their rank structure according to departmental policies.

5.12 DATA ANALYSIS

De Vos (2002:239) underscores that analysis is the process of bringing order, structure and meaning to the mass of the data collected for the formulation of the research study. In addition, Norrish (2011:37) asserts that a researcher makes use of a qualitative data analysis to produce the findings of the study to answer to the researcher's questions on which the

study is based. The researcher made use of qualitative data analysis in sorting out data to search for types, patterns, and processes pertaining the study. In this study, a descriptive research was therefore used. Matshaba (2011:238) confirms that a descriptive research is the numerical index that summarises some of the characteristics of a frequency distribution. Therefore, the researcher used the Frequency Tables and bar charts to summarise the collected data. All the analysis was conducted on the computer using Microsoft Excel and SPSS statistical software.

5.13 VALIDITY AND RELIABILITY

According to Brown and Curtis (1987:21), researchers are using variety of data collection instruments in their research process. Silverman (2000:88) agrees that the methodologies employed by the researcher must be clearly defined. According to Bless and Higson-Smith (1995:82), the test for validity must determine that the description is clear, simple, applicable, meaningful and correct.

According to Silverman (2001:233), there are two forms of validation, namely:

- That validation can be confirmed by means of comparing the types of data collected and the different methods that have been used in collecting data.
- That validation can be confirmed by means of checking whether the findings are valid.

Silverman (2000:188) confirms by saying that the researcher must write down the procedure and show by means of demonstration or practice categories that have been used to measure reliability. Reliability means that each source used or quoted in the study must be acknowledged and be listed at the end of the chapter to show that the research undertaken is reliable and valid. Du Preez (2003:15) provides the test for reliability that the document must be legitimate, the author must be legitimate, the author must not have ulterior motives when doing the study, the author would have made observations before undertaking the study, the observations done are not biased; and that those observations can be repeated should a need arise.

For this study, the researcher administered the questionnaires personally to ensure that all challenges that are related to the answers in the questionnaires were rectified.

5.14 ETHICAL CONSIDERATIONS

Mouton (2001:238) asserts that the ethics of science concerns what is wrong and what is right when conducting a research. Furthermore, Polit and Beck (2004:141) echo that ethical considerations are a crucial factor in any research project in the sense that it is the sole responsibility of the researcher to ensure that the research design is morality and ethically proven so that the human rights of the participants are protected. Polit and Beck (2004:143) and Norrish (2011:39) agree that ethical considerations can be defined as the principles or morale values that regulate research processes to be able to comply with the professional, legal, and social obligations to ensure that participants human rights are protected. Polit and Beck (2004:1410) indicate that the ethical principles in social research revolve around four main areas which are harm to participants, lack of informed consent, invasion of privacy, and lack of information.

In this study, the researcher sought the consent of all the participants and managed to secure an appointment with the head of correctional centre in seeing them. The researcher received permission to conduct the research into the Correctional Centres of Excellence as proof. The research therefore complied with the ethical considerations for conducting research involving officials employed in the department of justice and correctional services. Aspects such as privacy, confidentiality, anonymity, freedom of choice, and the protection of human rights from harm by the researcher were taken into considerations when conducting a study.

5.14.1 Privacy, Confidentiality and Anonymity

The researcher has a responsibility to ensure that when conducting a research privacy of the participants, confidentiality, in terms of divulging their names and identity and also anonymity is protected against any harm. Information on the correctional environment is classified as confidential. Therefore, should one divulge crucial information, he or she could be taken to task or legal actions taken against him. In this study, the individual official's responses were kept confidential. According to Mouton (2001:244), confidentiality in social research means that even if the researcher can know which answering sheet belongs to which officials, the researcher can never share such data with anyone else because of the confidentiality clause.

5.14.2 Voluntary Participation

During the visit to the Correctional Centres of Excellence, the researcher informed all the participants, specifically the correctional officials employed by the Department of Justice and Correctional Services, that their participation into the study is voluntary. No one is forced or compelled to take part. The researcher also told the participants that there are no special rewards that will be given to them for participating in the study and that they are at liberty to withdraw from the study at any given moment. Irrespective of all what the researcher has said about the voluntary participation, the officials were willing and eager to participate.

5.15 ACCESS TO CORRECTIONAL CENTRES

Like any organisation that regulates its company with rules and regulations, the Department of Justice and Correctional Services is a government department that is regulated by law. As soon as a person intends to conduct a research in any of the correctional centres or would like to use officials as a unit of analysis, one of the requirements is to obtain permission from the authorities. The researcher in this regard forwarded a formal letter of application to the Department of Justice and Correctional Services directorate to conduct a research into the Correctional Centres of Excellence for approval. After a thorough consideration of the letter by the Department of Justice and Correctional Services Research Ethics Committee, the application was approved, and the researcher was then allowed access to the Correctional Centres of Excellence to conduct a research.

5.16 TECHNICAL ASPECTS

The purpose of this section is to provide the reader with the guidelines on the technical layout and the referencing methods that were used in this study. The technical aspect is derived from Unisa (University of South Africa 2003) reference method.

5.16.1 Use of Headings

The use of headings and or sub-headings are always indicated in capital letters and also numbered and painted in bold letters for this particular study.

5.16.2 Tables and Figures

All titles of tables and figures are numerically listed in in conjunction with that chapter.

5.16.3 Technical Care

The format of 1.5 line spacing was used in this dissertation.

5.16.4 Referencing Method

There are a variety of referencing methods available from which the researcher can chose. For this study, the researcher chose the Harvard referencing method (Unisa 2003) to be used through the study.

5.17 SUMMARY

In this chapter, the researcher has covered and discussed the layout of all the chapters in the study including the aims of the research. Composition of chapters was also clarified in this instance. It is imperative to give the proper perspective on how the chapters are laid down in the study to be able to guide the reader so to have proper understanding about the whole study. The following chapter will cover how data was gathered, discussed and analysed.

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CHAPTER 6

DATA ANALYSIS AND INTERPRETATION

6.1 INTRODUCTION

This chapter presents the interpretation of data collected during the study, including the analysis of such data. The researcher has undertaken to make use of descriptive research to analyse data of this study. According to Barbie (2007:515), descriptive research is aimed at gathering data concerning an event in a field of study. The analyses and interpretation of data will be discussed in two-fold, meaning part A and part B respectively. Part A focuses on the biographical data collected from the respondents and part B focuses on the components of Unit Management namely: case management, the multi-disciplinary approach, monitoring tools of Unit Management, and human rights of offenders. Frequency tables and bar charts are employed in presenting the findings of this study.

6.2 PART: A BIOGRAPHICAL DATA:

The researcher involved the officials of the Department of Correctional Services as a sample in collecting data. Therefore, as part of the descriptive research analysis, biographical data is imperative to determine aspects such as the background of the respondents, their age gap in establishing their maturity level, their working experience considering the field of work where they are placed as correctional officials. Therefore, different areas of biographical data will be discussed in detail.

6.2.1 Gender

In the South African correctional system, more than 95% of offenders are male. According to the (Department of Correctional Services, White Paper on Corrections 2005:28), the changes that took place within the Department during 1994 about the policy on gender equity which was meant to close the gap between female and male officials. This policy gave rise to female officials being employed in huge numbers and in management positions. The researcher has conducted the study at the Females Correctional Centre of Excellence and Medium C Correctional Centre of Excellence where most female correctional officials

are utilised in the day-to-day management of offenders such as escorting of offenders to and from the outside hospitals for medical reasons. These officials are also utilised for monitoring of offenders in terms of Unit Management and for the administration of the correctional centre in totality. This then justifies the high number of female officials who have participated in this study. The study constituted of 60 officials. Out of the 60 officials, 44 are females while 16 are males. The table below outlines the statistics relevant to the gender of the respondents to the study.

FREQUENCY TABLE 1: GENDER OF THE PARTICIPANTS

Gender distribution				
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	16	26.7	26.7	26.7
Female	44	73.3	73.3	73.3
Total	60	100	100	100

Frequency Table 1 indicate that 73.3 per cent officials are female and 26.7 per cent are male officials who have participated in the study. This is also crowned by the figure of (n=44 female officials) to (n=16 male officials). All the respondents were both male and female officials working into the Correctional Centres of Excellence. The figures above is the confirmation that the number of female officials is higher than the number of male officials who participated in the study. This is also consistent with the general offender population, which is about 1153 offenders and 601 officials.

6.2.2 Age

Frequency Table 2 indicates the age of the correctional officials who participated in the study. The researcher concentrated more on the age of the participants focusing on their experience in the Department of Correctional Services. It has been observed that people between the category of 34 and 44 were actively involved owing to the high number as illustrated in the table. Table 2 below outlines the statistics relevant to the age of the respondents to the study.

FREQUENCY TABLE 2: AGE OF THE PARTICIPANTS

Age distribution				
Age	Frequency	Percent	Valid Percent	Cumulative Percent
24-34	12	20.0	20.0	20.0
35-44	28	46.7	46.7	66.7
45-60	20	33.3	33.3	100
Total	60	100	100	

Frequency Table 2 indicates that 20 per cent of the respondents were between 24 and 34 years old, 46.7 per cent are between 35 and 44 years old, and 33.3 per cent are between 45 and 60 years old. The researcher concentrated more on the adult correctional officials for the sake of their experience in the Department. The table indicates the statistics relevant to the age of the respondents to the study. The age of the young adult officials in line with the statement by the State President of 2017 on emphasis that youth must be given preference in the employment sectors.

6.2.3 Marital Status

The following table 3 resembles the statistics relevant to the marital status of the correctional officials working into the correctional centre of excellence. The researcher focused on this are to check the level of responsibility within the group in term of parental awareness. The table 3 below outlines the statistics relevant to the marital status of the respondents to the study.

FREQUENCY TABLE 3: MARITAL STATUS OF THE PARTICIPANTS

Marital Status distribution				
Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	22	36.7	36.7	36.7
Single	29	48.3	48.3	85.5
Divorced	6	10.0	10.0	95.0
Widow	3	5.0	5.0	100
Total	60	100	100	

The table 3 indicates that 36.7 per cent represents correctional officials who are married, 48.3 per cent represents correctional officials who are single, 10.0 per cent of the correctional officials are divorced, and 5 per cent represents correctional officials who are widows. It is detected from the table 3 above that the total number of officials who are single is higher than the number of officials who are married.

6.2.4 Educational Background

The Frequency Table 4 below indicates the level of education that the researcher has tested from the officials working into the Correctional Centres of Excellence. The researcher focused on the education of correctional officials to test their knowledge and understanding of the Unit Management concept in terms of conducting correctional programmes. The table 4 below outlines the statistics relevant to the educational level of the respondents to the study.

FREQUENCY TABLE: 4 EDUCATIONAL BACKGROUND

Educational distribution				
Educational level	Frequency	Percent	Valid Percent	Cumulative Percent
Matric	37	61.7	61.7	61.7
Diploma/Degree	22	36.7	36.7	98.3
Post Graduates	1	1.7	1.7	100
Total	100	100	100	

The table 4 indicates that 61.7 represents the number of correctional officials who are in possession of matric qualification, 36.7 per cent represents correctional officials who are in possession of Diploma and or Degree qualification, and 1.7 per cent represents postgraduate candidates. This indicates that people with matric qualifications are adults who have been employed ages ago.

6.2.5 Number of Years in the Unit

The Frequency Table 5 below indicates the number of years each correctional official has spent in that unit. The researcher focused on this area to check on the knowledge of the officials who are dealing with Unit Management. It has been noted that indeed most spent

more than ten years in the units. The table 5 below outlines the statistics relevant to the number of years the respondents to the spent in the units.

FREQUENCY TABLE 5: NUMBER OF YEARS SPENT IN THE UNIT

Number of years distribution				
Years	Frequency	Per cent	Valid Per cent	Cumulative Per cent
0-11 Months	4	6.7	6.7	6.7
1-2 Years	7	11.7	11.7	18.3
3-4 Years	14	23.3	23.3	41.7
5-9 Years	11	18.3	18.3	60.0
10 Years	24	40.0	40.0	100
Total	60	100	100	

The Frequency Table 5 indicates that 6.7 per cent represents correctional officials who have spent between 0 and 11 months in the unit and 11.7 per cent represents correctional officials who have spent between 1 and 2 years in the unit. In addition, 23.3 per cent represents correctional officials who have spent between 3 and 4 years in the unit, 18.3 per cent represents correctional officials who have spent between 5 and 9 years in the unit, while 40.0 per cent represents correctional officials who have spent ten years and more in the unit. The Department is trying to keep officials for longer periods in the units to gain experience to prepare them for promotion purpose.

6.2.6 Home Language

The frequency table 6 below outlines the language frequently used by correctional officials in the sphere of work. This is done to test the level of communication between offenders and officials to meet them at their lowest level of communication. It is known factor that most of the offenders are uneducated. The following Frequency Table 6 indicate the home language frequently used by correctional officials to offenders. The table 6 below outlines the statistics relevant to the language frequently used by respondents.

FREQUENCY TABLE 6: HOME LANGUAGE

Home Language distribution				
Home Language	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Afrikaans	3	5.0	5.0	5.0
English	1	1.7	1.7	6.7
Pedi	6	10.0	10.0	16.7
Sesotho	9	15	15	31.7
Setswana	8	13	13	45.0
SiSwati	5	8.3	8.3	53.3
Tshivenda	3	5.0	5.0	58.3
Xitsonga	4	6.7	6.7	65.0
IsiNdebele	1	1.7	1.7	66.7
IsiXhosa	4	6.7	6.7	73.3
Isizulu	16	26.7	26.7	100
Total	60	100	100	

The Frequency Table 6 indicates that 5.0 per cent of the participants are Afrikaans speaking people, the English speaking people are following them with 1.0 per cent, while those who speak Sepedi are at 10.0 per cent, Sesotho speaking people are at 15 per cent, Setswana are at 13 per cent, while SiSwati is at 8.3 per cent, Tshivenda is at 5.0 per cent, Xitsonga is at 6.7 per cent, IsiNdebele is at 1.7 per cent, IsiXhosa is at 6.7 per cent, and Isizulu is at 26.7 per cent. It is clear from the table 6 that the dominating language is Zulu.

6.2.7 Years of Services

The Frequency Table 7 below indicates the number of years in which the correctional officials have in the Department of Correctional Services. This is done to determine the level of experience that the correctional officials have in executing their duties. More importantly, the table 7 below outlines the statistics relevant to the number of years the respondents have in the Department of Correctional Services.

FREQUENCY TABLE 7: YEARS OF SERVICE

Years of service distribution				
Years	Frequency	Percent	Valid Percent	Cumulative Percent
1-2 Years	2	33.3	33.3	33.3
3-4 Years	3	5.0	5.0	8.3
5-9 Years	9	15.0	15.0	23.3
10-19 Years	30	50.0	50.0	73.3
20 Years	16	26.7	26.7	100
Total	60	100	100	

The Frequency Table 7 indicates that 33.3 per cent represents correctional officials who are between 1 and 2 years of services while 5.0 per cent represents correctional officials who are between 3 and 4 years of service. In addition, 15.0 per cent represents correctional officials who are between 5 and 9 years of service, 50.0 per cent represents correctional officials who are between 10 and 19 years of service, and 26.7 per cent represents correctional officials who are 20 years and above. This confirms that the correctional centres have more experienced officials.

6.2.8 Rank Structure

The Frequency Table 8 below indicates the rank structure of the correctional officials. This was tested to determine the power vested upon the correctional officials and the manner of using such power to offenders. The rank is highly respected in the correctional services. The table 8 below outlines the statistics relevant to the rank structure of correctional officials.

FREQUENCY TABLE 8: RANK STRUCTURE

Rank distribution				
Rank	Frequency	Per cent	Valid Per cent	Cumulative Per cent
COIII	37	61.7	61.7	61.7
COII	15	25	25	86.7
COI	2	3.3	3.3	90
Senior Officer	5	8.3	8.3	98.3
ASD	1	1.7	1.7	100
Total	60	100	100	

The Frequency Table 8 indicates that correctional officials grade 3 are represented at 61.7 per cent, correctional officials grade 2 are represented at 25 per cent, and correctional officials grade 1 are represented at 3.3 per cent. Senior Officials are at 8.3 per cent, while Assistant directors are represented at 1.7 per cent. The table spells out that correctional officials at grade 3 are more represented at 61.7 per cent and are at the lowest level in terms of rank and are also production workers. This shows that production workers are more than supervisors and managers.

6.2.9 Duties and Responsibilities

The Frequency Table 9 below indicates the duties and responsibilities such as safe guarding offenders, providing correctional programmes that correctional officials carry on daily basis. This was tested to determine the contribution of other role players such as the unit manager, unit supervisor, case officer, security officer, and other role players. The table 9 below outlines the statistics relevant to the duties and responsibilities of the correctional officials.

FREQUENCY TABLE 9: DUTIES AND RESPONSIBILITIES

Duties and Responsibilities distribution				
Duties	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Security Officer	25	41.7	41.7	41.7
Case Officer	21	35.0	3.5	76.7
Unit Supervisor	2	3.3	3.3	80.0
Unit Manager	5	8.3	8.3	88.3
Other	7	11.7	11.7	100
Total	60	60	60	

The Frequency Table 9 indicates that 41.7 per cent represents security officers while 35.0 per cent represents case officers. Unit supervisors are at 3.3 per cent, unit managers are at 8.3 per cent. Others involve social workers, psychologists, educationists, religious care workers, case management committees, parole boards officials are at 11.7 per cent. This table 9 shows that the high percentage are those correctional officials who are directly involved on operational level with offenders such as security officials.

6.2.10 Name of Correctional Centre of Excellence

The Frequency Table 10 below resembles the name of the correctional centre of excellence that officials are assigned to. The researcher chose the correctional centre based on the specification of the correctional centre of excellence concept. The researcher conducted the study at the two Correctional Centres of Excellence in the Johannesburg Management Area, namely: Females and Medium C Correctional Centres of Excellence. The study was conducted on correctional officials. The table 10 below outlines the statistics relevant to the names of the Correctional Centres of Excellence where officials are deployed.

FREQUENCY TABLE: 10 NAMES OF CORRECTIONAL CENTRE

Correctional Centre distribution				
Correctional Centre	Frequency	Percent	Valid Percent	Cumulative Percent
Female	35	58.3	58.3	58.3
Medium C	25	41.7	41.7	41.7
Total	60	100	100	100

The Frequency Table 10 indicates that 58.3 per cent officials are deployed to the Johannesburg Female Correctional Centres of Excellence in terms of establishment. The percentage at Medium C is 41.7 per cent. This indicates that there is a huge shortage of officials in the Correctional Centres of Excellence, which hinders progress in terms of the implementation of Unit Management.

6.2.11 SUMMARY FOR PART A

Part A was formulated to analyse and interpret biographical data collected from the respondents during the study. Part A concentrated on the biographical data collected from the respondents. Biographical data included the age of the respondents, gender, marital status, educational qualifications, the number of years that the respondents spent in the unit as the experience, the language that is frequently used by officials to offenders, the number of years spent in the Department of Correctional Services the ranks of the officials, the responsibilities that they carry, and the specific correctional centre of excellence in which they are placed. This assisted in verifying the correct statistical record in analysing the data.

6.3 DATA ANALYSIS: PART B

Part B of the questionnaire is concentrating on the five specific components of Unit Management namely: case management, multi-disciplinary approach, monitoring of Unit Management, and the human right of offenders. The questionnaire that was use tested before and was adapted by the researcher to suit local needs.

The researcher in the project of collected data through the questionnaire. Hence, it was easy to make use of the questionnaire. Therefore, different identified components of Unit Management will be discussed in detail:

6.3.1 Case Management

According to Du Preez (2003:52), case management is a process that works and forms part of a management approach to Unit Management. Case management allows correctional officials to take responsibility in encouraging assigned offenders into their caseload to achieve maximum requirements as stipulated in their plans with the aim of reintegrating them into the community.

6.3.1.2 Unit Management is a Management Strategy designed to improve control and relationships by dividing the larger offender population into smaller groups to improve service delivery pertaining care, security and social integration

The Frequency Table 11 below indicates the level of how much correctional officials understand the meaning of the buzz word Unit Management as a concept. definition of Unit Management, according to Houston (1999:321), is as a decentralised approach to institutional and offender management that divide the offender population into small, manageable entities. The researcher tested the knowledge based on the pure understanding of the word. The table 11 below outlines the statistics relevant to the understanding of the respondents to the study.

FREQUENCY TABLE: 11 DEFINITION OF UNIT MANAGEMENT

Unit management definition				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	20	26.7	27.1	27.1
Agree	35	58.3	59.3	86.4
Neutral	2	6.7	6.8	93.2
Disagree	2	3.3	3.4	96.6
Strongly Disagree	1	1.7	1.7	
Total	60	100	100	

The Frequency 11 Table indicates that 16 officials strongly agreed with the definition of Unit Management, 35 officials agreed as well with the definition, 42 officials are neutral, while two officials disagreed, and only one official strongly disagreed with the meaning of Unit Management. This table 11 clearly indicates that most of the officials know and understand the meaning of Unit Management concept. The worrying figure is that of 42 officials who are neutral. This means that the Department must work hard to bring the rest of the officials on board in terms of the understanding of Unit Management meaning.

6.3.1.3 A daily structured programme for offenders, which spells out exactly what is expected of them is available inside the units

The Frequency Table 12 below indicates the daily structured programme of offenders. According to Luyt (1999:46), a daily structured programme for offenders must be available inside the unit. The researcher tested the implementation of Unit Management based on the available structured programmes as a tool. The daily structured programmes spell out exactly what is expected of everyone in the unit. The table 12 below outlines the statistics relevant to the daily structured programmes of offenders.

FREQUENCY TABLE: 12 DAILY STRUCTURED PROGRAMMES

Daily structured programmes				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	23.3	23.3	23.3
Agree	40	66.7	66.7	90.0
Neutral	3	5.0	5.0	95.0
Disagree	2	3.3	3.3	98.3
Strongly Disagree	1	1.7	1.7	100
Total	60	100	100	

The Frequency Table 12 indicates that 14 officials strongly agreed that the daily structured programme is available inside the unit, 40 officials and agreed with the statement, three (3) officials are neutral, while two (2) officials disagreed, and only one (1) official strongly disagreed. The indication shows that most officials agree based on the high number of 54 that the daily structured programme is indeed available inside the units.

6.3.1.4 Correctional officials are presenting correctional programmes to offenders

The Frequency Table 13 below indicates the involvement of correctional officials in presenting correctional programmes to offenders. According to (Department of Correctional Services, White Paper on Corrections 2005:70), correctional programmes are aimed at the rehabilitation of offenders. The researcher tested whether indeed correctional officials present these programmes to offenders. The table 13 below outlines the statistics relevant to presenting of correctional programmes by correctional officials.

FREQUENCY TABLE: 13 CORRECTIONAL PROGRAMMES

Correctional Programmes				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	21	35.0	35.0	35.0
Agree	33	55.0	55.0	90.0
Neutral	4	6.7	6.7	96.7
Disagree	1	1.7	1.7	98.3
Strongly Disagree	1	1.7	1.7	
Total	60	100	100	

The Frequency Table 13 indicates that twenty-one (21) officials strongly agree that officials are presenting correctional programmes, thirty-three (33) officials also agree, four (4) officials are neutral, one (1) official disagree, and one official strongly disagree. It is clear from the table 13 above that fifty-four officials agree that officials are presenting correctional programmes. This is therefore in line with the Department of Correctional Services White Paper in Corrections.

6.3.1.5 Offenders are involved in various correctional programmes

The Frequency Table 14 below indicates various programmes, which are offered to offenders based on their needs. According to the (Department of Correctional Services, White Paper on Corrections 2005:70), offenders must be involved in correctional programmes while incarcerated. The researcher tested whether offenders are involved in various programmes are offered to all categories of offenders incarcerated in the Correctional Centres of Excellence. The table 14 below outlines the statistics relevant to various correctional programmes available in the Correctional Centres of Excellence.

FREQUENCY TABLE: 14 VARIOUS CORRECTIONAL PROGRAMMES

Various Correctional Programmes				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	22	38.3	38.3	38.3
Agree	35	58.3	58.3	96.7
Neutral	1	1.7	1.7	98.3
Disagree	1	1.7	1.7	1.7
Strongly Disagree	1	1.7	1.7	1.7
Total	60	100	100	

The Frequency Table 14 indicates that 23 officials strongly agreed that offenders are involved in various correctional programmes, 35 officials as well, one official is neutral, also one official disagreed, and again one (1) official strongly disagreed. It is clear from the table 14 above that for the fact that 58 officials agree that offenders are involved in various programmes. This tells that the Department of Correctional Services works according to the White Paper in Corrections as a guide line.

6.3.1.6 Unit rules regulating the unit for offenders are available in the unit

The Frequency Table 15 below indicates the unit rules available in the units in the Correctional Centres of Excellence. According to the (Department of Correctional Services, White Paper on Corrections 2005:66); Unit rules are designed to regulate the behaviour offenders hence they must be made visible to all offenders. The table below outlines the statistics relevant to unit rules inside the units.

FREQUENCY TABLE: 15 UNIT RULES

Unit rules				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	19	31.7	31.7	31.7
Agree	32	53.3	53.3	85.0
Neutral	6	11.7	11.7	96.7
Disagree	2	3.3	3.3	3.3
Strongly Disagree	1	1.7	1.7	1.7
Total	60	100	100	

The Frequency Table 15 indicates that 19 officials strongly agreed with the statement, 32 officials agreed as well, seven officials are neutral, two officials disagreed, and only one (1) strongly disagreed. The table indicates that 51 officials confirm that unit rules are available in the units.

6.3.1.7 All offenders are in possession of case files which are being updated and kept in a safe cabinet

The Frequency Table 16 below indicates case files of offenders. Offenders incarcerated in the Correctional Centres of Excellence must be in possession of case file on admission and must be updated and kept safe (Luyt, 1999:152). The table 15 below outlines the statistics relevant to case files of offenders.

FREQUENCY TABLE: 16 CASE FILES

Case Files of Offenders				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	24	40.0	40.0	40.0
Agree	29	48.3	48.3	88.3
Neutral	1	1.7	1.7	90.0
Disagree	3	5.0	5.0	95.0
Strongly Disagree	3	5.0	5.0	100
Total	60	100	100	

The Frequency Table 16 indicates that 24 officials strongly agreed that offenders are in possession of case file, and that they are updated and kept safe in a lockable cabinet. In addition, 29 officials also agreed with the statement, one official was neutral, three officials disagreed, and another three (3) officials strongly disagreed. From the table 16 above, 53 officials agreed that offenders are in possession of case files inside the units.

6.4 MULTI-DISCIPLINARY APPROACH

Multi-disciplinary approach entails all the role-players that are taking part in the rehabilitation of offenders inside the Correctional Centres of Excellence. According to the (Department of Correctional Services, White Paper on Corrections 2005:49), role players include, psychologists, social workers, spiritual care workers, educationists, medical practitioners, case assessment team, and unit managers. The table below outlines the statistics relevant to the allocation of a permanent psychologist in the unit.

6.4.1 A permanent psychologist is assigned in the unit to deal with challenges of offenders

The Frequency Table 17 below indicates a permanent allocation of a psychologist in the unit. According to (Department of Correctional Services, White Paper on Corrections 2005:75), psychologists must be assigned in the units to deal with challenges of offenders. The table 17 below outlines the statistics relevant to the allocation of a permanent psychologist in the unit.

FREQUENCY TABLE: 17 PERMANENT PSYCHOLOGISTS

Permanent Psychologist				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	15	25.0	25.0	25.0
Agree	22	36.7	36.7	61.7
Neutral	3	5.0	5.0	66.7
Disagree	17	28.3	28.3	95.0
Strongly Disagree	3	5.0	5.0	100
Total	60	100	100	

The Frequency Table 17 indicates that 15 officials strongly agreed that a permanent psychologist is allocated in the unit, 22 officials agreed, three officials are neutral, 17 officials disagree, and three officials strongly disagreed. The table above shows that nearly half of the officials disagree with the statement. This is totally not in line with the Department of Correctional Services, White Paper on Corrections 2005:75). This clearly shows that the Department does not comply.

6.4.2 A permanent social worker is assigned in the unit to deal with family matters of offenders

The Frequency Table 18 below indicates a permanent allocation of a social worker in the unit. According to Department of Correctional Services, White Paper on Corrections (2005:75), social workers must be assigned in the units to deal with family matters of offenders whilst incarcerated. The table below outlines the statistics relevant to the allocation of a permanent social worker in the unit.

FREQUENCY TABLE: 18 PERMANENT SOCIAL WORKERS

Permanent Social Worker				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	21	35.0	35.0	35.0
Agree	27	45.0	45.0	80.0
Neutral	10	16.7	16.7	96.7
Disagree	1	1.7	1.7	1.7
Strongly Disagree	1	1.7	1.7	1.7
Total	60	100	100	

The Frequency Table 18 indicates that 21 officials strongly agreed that a permanent social worker is being allocated in the unit, 27 officials also agreed with the statement, ten officials were neutral, one official disagreed, and another one official strongly disagreed. The table 18 shows that 40 officials agree that there is a permanent social worker allocated in the unit.

6.4.3 A spiritual care worker is assigned to the unit to look at spiritual needs of offenders

The Frequency Table 19 below indicates a permanent allocation of a spiritual care worker in the unit. Section 14 (1) of the Correctional Services Act 111 of 1998 (Republic of South Africa (1998:14) stipulates that spiritual care workers are assigned in the units to uplift the spirit of offenders, and to be involved in their church denominations. The table 19 below outlines the statistics relevant to the allocation of a spiritual care worker in the unit.

FREQUENCY TABLE: 19 PERMANENT SPIRITUAL CARE WORKERS

Permanent Spiritual Care Worker				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	16	26.7	26.7	26.7
Agree	33	56.7	56.7	83.3
Neutral	9	15.0	15.0	98.3
Disagree	1	1.7	1.7	1.7
Strongly Disagree	1	1.7	1.7	1.7
Total	60	100	100	

The Frequency Table 19 indicates that 16 officials strongly agreed with the statement, 33 officials also agreed with the statement, nine officials were neutral, one official disagreed, and again only one strongly disagreed. It is clear from the table 19 above that thirty-nine (39) officials agree that a permanent spiritual care worker is available in the units.

6.4.4 Educationists are assigned to the unit to look at the educational needs of offenders

The Frequency Table 20 below indicates a permanent allocation of the educationist in the unit. Section 18(1) of the Correctional Services Act 111 of 1998; (Republic of South Africa, 1998:18) stipulates that offenders must be given an opportunity to further their studies whilst incarcerated. The table 20 below outlines the statistics relevant to the allocation of an educationist in the unit

FREQUENCY TABLE: 20 PERMANENT EDUCATIONISTS

Permanent Educationist				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	17	28.3	28.3	28.3
Agree	32	53.3	53.3	81.7
Neutral	2	3.3	3.3	85.0
Disagree	8	13.3	13.3	98.3
Strongly Disagree	1	1.7	1.7	100
Total	60	100	100	

The Frequency Table 20 indicates that 17 officials strongly agreed with the statement, 32 officials agreed, two officials were neutral, eight officials disagreed, and only one official strongly disagreed. The table 20 above indicates that almost forty-nine (49) officials agree that a permanent educationist is allocated in the unit.

6.4.5 A medical practitioner and health care workers are assigned to the unit to ensure that offenders are in a good state of health

The Frequency Table 21 below indicates allocation of medical practitioner and health care worker in the unit. Section 12(1) of the Correctional Services Act 111 of 1998 (Republic of

South Africa, 1998:14) stipulates that offenders are entitled to health care until they are released from the correctional centres. The table below 21 outlines the statistics relevant to the allocation of a medical practitioner and health care workers in the unit.

FREQUENCY TABLE: 21 PERMANENT MEDICAL PRACTITIONERS

Medical Practitioner and Health Care Worker				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	23	38.3	38.3	38.3
Agree	32	53.3	53.3	91.7
Neutral	2	3.3	3.3	95.0
Disagree	2	3.3	3.3	3.3
Strongly Disagree	1	1.7	1.7	1.7
Total	60	100	100	

The Frequency Table 21 indicates that 23 officials strongly agreed with the statement, 32 officials agreed, two officials were neutral, two officials disagreed, and only one official strongly disagreed. It is clear from the table 21 above that almost 55 officials agreed that permanent medical practitioners and health care workers are allocated in the units.

6.4.6 Offenders with disabilities are kept in special care units

The Frequency Table 22 below indicates that offenders with disabilities are kept in special units. According to Department of Correctional Services, White Paper on Corrections 2005:82), the Department must ensure that offenders with disabilities are treated according to their special needs. The table below outlines the statistics relevant to treatment of offenders with disabilities.

FREQUENCY TABLE: 22 OFFENDERS WITH DISABILITIES

Offenders with Disabilities				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	5	6.7	6.8	6.8
Agree	7	11.7	11.9	18.6
Neutral	15	25.0	25.4	44.1
Disagree	19	31.73	32.2	76.3
Strongly Disagree	14	23.3	23.7	100
Total	60	100	100	

The Frequency Table 22 indicates that five officials strongly agreed with the statement, seven officials also agreed with the statement as well, fifteen officials were neutral, while 19 disagreed, and 14 officials strongly disagreed. It is alarming to notice that the number of officials who did not agree with the statement is higher than those who agreed, as the number is almost (33). This means that offenders with disabilities are not kept in special care units. This must be a cause for concern for the Department of Correctional Services.

6.5 MONITORING OF UNIT MANAGEMENT

Monitoring of Unit Management requires that multi-disciplinary team, including management be involved in the rehabilitation of offenders. This will include the implementation and monitoring of Unit Management by all stakeholders. The following monitoring systems will be discussed and tested below:

6.5.1 A case assessment team is established and functional in the units

The Frequency Table 23 below indicates that the case and assessment team is established and functional in the units. According to Correctional Service Act 111 of 1998 (Republic of South Africa 1998:38), the case assessment team is established to assess offenders based on their behaviour whilst incarcerated. The table below outlines the statistics relevant to case assessment team.

FREQUENCY TABLE: 23 CASE ASSESSMENT TEAM

Case Assessment Team				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	11	18.3	18.3	18.3
Agree	25	41.7	41.7	60.0
Neutral	9	15.0	15.0	75.0
Disagree	12	20.0	20.0	95.0
Strongly Disagree	3	5.0	5.0	100
Total	60	100	100	

The Frequency Table 23 indicates that 11 officials strongly agreed with the statement, 25 officials agreed, while nine officials were neutral, 12 officials disagreed, and three officials strongly disagreed. It is evident from the table above that 36 officials, which is the high number, agreed that a case assessment team is established and functional in the units.

6.5.2 A unit manager submits a monthly report to the head correctional centre about the progress of unit management

The Frequency Table 24 below indicates that unit managers submit a monthly report to the head correctional centre about the progress of Unit Management. The status of Unit Management should be evaluated on monthly basis according to the Department of Correctional Services, White Paper on Corrections 2005:70). The table 24 below outlines the statistics relevant to the submission of a monthly report to the head correctional centre about the progress of Unit Management.

FREQUENCY TABLE: 24 SUBMISSIONS OF MONTHLY REPORT

Submission of monthly report				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	13	21.7	21.7	21.7
Agree	30	50.0	50.0	71.7
Neutral	12	20.0	20.0	91.7
Disagree	3	5.0	5.0	96.7
Strongly Disagree	2	3.3	3.3	100
Total	60	100	100	

The Frequency Table 24 indicates that 13 officials strongly agreed with the statement, 30 officials agreed as well, 12 officials were neutral, three officials disagree, and two officials strongly disagreed. It is evident from that table 24 above that 43 officials agreed that monthly report is submitted to head correctional centre by the unit manager about the progress of the Unit Management status.

6.5.3 The head correctional centre reports progress of unit management to the office of the regional commissioner on monthly basis

The Frequency Table 25 below indicates that the head correctional centre reports progress of Unit Management to the office of the Regional Commissioner monthly. According to the (Department of Correctional Services, White Paper on Corrections 2005:70), the head correctional centre as line manager should oversee the implementation of Unit Management.

The table below outlines the statistics relevant to the progress of Unit Management to the office of the regional commissioner monthly.

FREQUENCY TABLE: 25 PROGRESSES ON UNIT MANAGEMENT

Progress on Unit Management				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	13.3	13.3	13.3
Agree	29	56.7	56.7	70.0
Neutral	18	30.0	30.0	91.0
Disagree	3	5.0	5.0	96.7
Strongly Disagree	2	3.3	3.3	100
Total	60	100	100	

The table 25 indicates that eight officials strongly agreed that head correctional centre is reporting progress of Unit Management to Regional Office, 34 officials agreed as well, 18 officials were neutral; three officials disagreed, and two officials strongly disagreed. It is clear from the table 25 above that majority of the officials, which is 42 agreed that the head correctional centre report progress of Unit Management to the office of the Regional Commissioner.

6.5.4 Officials from the office of the area commissioner are monitoring progress on the implementation of unit management

The Frequency Table 26 below indicates that officials from the office of the Area Commissioner are monitoring progress of Unit Management. According to the (Department of Correctional services, White Paper on Corrections 2005:70), the Area Commissioner appoints members to check and monitor the progress of Unit Management in the area. The table below outlines the statistics relevant to the monitoring of Unit Management.

FREQUENCY TABLE: 26 MONITORING OF UNIT MANAGEMENT

Monitoring of Unit Management				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	2	3.3	3.3	3.3
Agree	15	25.0	25.0	28.3
Neutral	28	46.7	46.7	75.0
Disagree	13	21.7	21.7	96.7
Strongly Disagree	2	3.3	3.3	100
Total	60	100	100	

The table 26 indicates that two officials strongly agreed that Area Commissioner appointed officials by the Area Commissioner Monitor Unit Management, 15 officials agree with the statement, 28 officials were neutral, thirteen officials disagree, and two officials strongly disagreed. It is clear from the table 26 above that officials from the office of the Area Commissioner are not monitoring the progress of Unit Management as majority of the officials stands at 28 as neutral, while 15 disagreed, and only 17 agreed. This clearly shows that there is no monitoring tool put in place by the office of the Area Commissioner.

6.5.6 Officials from the office of the regional commissioner are monitoring progress on the implementation of the unit management

The Frequency Table 27 below indicates that officials from the office of the Regional Commissioner are monitoring progress of Unit Management. According to the (Department of Correctional services, White Paper on Corrections, 2005:70), the Regional Commissioner must appoint inspectors to conduct monthly inspections to the management areas on the

progress of Unit Management and provide feedback. The table 27 below outlines the statistics relevant to the monitoring of Unit Management by the officials from the office of the Regional Commissioner.

FREQUENCY TABLE: 27 MONITORING OF UNIT MANAGEMENT BY REGIONAL OFFICE

Monitoring of Unit Management by Regional Office				
Officials	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Agree	2	3.3	3.3	3.3
Agree	9	15.0	15.0	18.3
Neutral	31	51.7	51.7	70.0
Disagree	16	26.7	26.7	96.7
Strongly Disagree	2	3.3	3.3	100
Total	60	100	100	

The table 27 indicates that two officials strongly agree that officials from the office of the Regional Commissioner conduct inspection on Unit Management in the management area, nine agreed, 31 officials were neutral, 16 officials disagreed, and two officials strongly disagreed. From the table above, since 31 officials were neutral, and only 11 agreed, it is the indication that there is no monitoring of Unit Management from the office of the Regional Commissioner. This also confirms that there is no monitoring tool put in place at the Regional Office to monitor Unit Management.

6.5.7 From head office are monitoring progress on the implementation of the unit management

The Frequency Table 28 below indicates that officials from Head Office monitor progress of Unit Management. According to the (Department of Correctional Services White Paper on Corrections, 2005:70), Head Office must monitor progress of Unit Management from the Regional Office and management areas for statistical records.

The table 28 below outlines the statistics relevant to the monitoring of Unit Management by the officials from Head Office.

FREQUENCY TABLE: 28 MONITORING OF UNIT MANAGEMENT BY HEAD OFFICE

Monitoring of Unit Management by Head Office				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	2	3.3	3.3	3.3
Agree	10	16.7	16.7	20.0
Neutral	33	55.0	55.0	75.0
Disagree	13	21.7	21.7	96.7
Strongly Disagree	2	3.3	3.3	100
Total	60	100	100	

The table 28 indicates that two officials strongly agreed that officials from Head Office are monitoring progress of Unit Management, ten agreed, 33 were neutral, 13 officials disagreed, and two strongly disagreed. The table shows that there is no monitoring tool put in place by Head Office because of the disagreements of the statistics showing 33 officials who are neutral, and 15 who disagreed, and only 12 officials who agreed. Against this background, the Department must put measures in place on the monitoring of Unit Management, especially at Head Office level.

6.6 HUMAN RIGHTS OF OFFENDERS

Section 35 (2) of the Constitution (Republic of South Africa 1996:46) provides for a detention system based on the Bill of Rights that define a human rights environment within which the Department must operate. The Constitution stipulates that offenders maintain their human rights for as long as their incarcerated until they are removed from prison. The Constitution further stipulates offenders must be treated humanely whilst incarcerated in the correctional centres.

6.6.1 Offenders are treated humanely and with dignity in the unit

Section 35 (2) of the Constitution of the (Republic of South Africa 1996:46) stipulates that offenders must be treated humanely while incarcerated in the correctional centres. The table 35 below outlines the statistics relevant to the humane treatment of offenders.

FREQUENCY TABLE: 35 HUMANE TREATMENT OF OFFENDERS

Humane Treatment of offenders				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	19	31.7	31.7	31.7
Agree	36	60.0	60.0	91.7
Neutral	3	6.7	6.7	98.3
Disagree	1	1.7	1.7	100
Strongly Disagree	1	1.7	1.7	100
Total	60	100	100	

The table 35 indicates that nineteen officials strongly agreed that offenders are treated humanely by officials in the units, 36 officials also agreed with the statement, three officials were neutral, while one disagreed, and another one strongly disagreed. It is evident that most of the officials almost 55 agreed that offenders are treated humanely as stipulated by the constitution.

6.6.2 Offender privacy is respected every time searching is conducted

Section 27 of the Constitution of the (Republic of South Africa 1996:46) stipulates that an offender must be searched in such a manner that it does not invade his privacy and that it must not undermine his dignity. The table 36 below outlines the statistics relevant to offender privacy.

FREQUENCY TABLE 36: OFFENDER PRIVACIES

Offender Privacy				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	26.7	26.7	26.7
Agree	33	55.0	55.0	81.7
Neutral	2	3.3	3.3	85.0
Disagree	6	10.0	10.0	90.0
Strongly Disagree	3	5.0	5.0	100
Total	60	100	100	

The table 36 indicates that 16 officials strongly agreed that the privacy of offenders is respected all the time when searching is conducted in the correctional centres 33 officials

also agreed to the statement, two officials were neutral, while six Officials disagreed, and three strongly disagreed. The table 36 shows that 49 officials agreed that the privacy of offenders is respected.

6.6.3 Offenders have a choice to basic and adult education in terms of Human Rights

The Frequency Table 37 below indicates the offenders' rights to basic education. Section 18 (1) of the Constitution (Republic of South Africa 1996:18) stipulates that offenders must be subjected to education while incarcerated in the correctional centres. The table 37 below outlines the statistics relevant to offender rights to basic education.

FREQUENCY TABLE 37: OFFENDER RIGHTS TO BASIC EDUCATION

Offender rights to basic education				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	19	31.7	32.7	31.7
Agree	35	58.3	58.3	90.0
Neutral	4	6.7	6.7	96.7
Disagree	1	3.3	3.3	967
Strongly Disagree	1	3.3	3.3	100
Total	60	100	100	

The table 37 indicates that 19 officials strongly agreed that offenders are subjected to basic education whilst incarcerated, 35 officials also agreed with the statement, four officials are neutral, while one official disagreed, and another one official strongly disagreed. It is clear indication that almost 54 officials agree that offenders are subjected to basic education in the correctional centres.

6.6.4 Offenders are allowed to express themselves in the language of their choice

The Frequency Table 38 below indicates the offender language expression. Most correctional centres have a challenge of illiteracy of offenders. Therefore, offenders are

given choices to make use of the language of their choice. The table 38 below outlines the statistics relevant to the language of choice.

FREQUENCY TABLE: 38 CHOICES OF LANGUAGE

Choice of Language				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	23	38.3	38.3	38.3
Agree	33	55.0	55.0	93.3
Neutral	2	3.3	3.3	96.7
Disagree	1	3.3	3.3	90.0
Strongly Disagree	1	3.3	3.3	100
Total	60	100	100	

The table 38 indicates that 23 officials strongly agree with the statement, another 33 officials also agreed, two officials were neutral, while one official disagreed, and another one strongly disagreed. The table 38 shows that a high number of officials (56) agreed that offenders are subjected to the choice of their language.

6.6.5 Offenders are not subjected to forced labour

The Frequency Table 39 below indicates the offenders are not subjected to forced labour. Section 3 (a) of the Constitution (Republic of South Africa 1996:18) stipulates that offenders may elect the type of work they prefer to perform. The table below outlines the statistics relevant to work performed by offenders.

FREQUENCY TABLE: 39 FORCED LABOUR

Forced Labour				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	22	36.7	36.7	36.7
Agree	35	58.3	58.3	58.3
Neutral	1	3.3	3.3	3.3
Disagree	1	1.7	1.7	1.7
Strongly Disagree	1	1.7	1.7	100
Total	60	100	100	

The table 39 indicates that 22 offenders strongly agreed with the statement, 35 officials also agreed as well, two officials are neutral, one official disagreed, and another one official also strongly disagreed. It is clear from the table 39 above that the highest number of officials (55) agreed that offenders are given choice to elect the type of work they prefer to perform.

6.6.7 Offenders are allowed to practice and join church denomination of their choice

The Frequency Table 40 below indicates the offenders can join and practice the church of the own choice. Section 14 (1) of the Constitution (Republic of South Africa 1996:46) stipulates that offenders must be allowed freedom of religion whilst incarcerated in the correctional centres. The table below outlines the statistics relevant to offender freedom of religion.

FREQUENCY TABLE: 40 CHURCH DENOMINATION

Church Denomination				
Officials	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	28	48.3	48.3	48.3
Agree	28	48.3	48.3	96.7
Neutral	2	3.3	3.3	98.3
Disagree	1	1.7	1.7	1.7
Strongly Disagree	1	1.7	1.7	1.7
Total	60	100	100	

The table 40 indicates that 28 officials strongly agreed with the statement, another 28 officials also agreed as well, two officials are neutral, one official disagreed, and another one strongly agreed. The table 40 above indicates that most officials 56 agreed that offenders are be allowed freedom of religion.

6.4 SUMMARY

The main purpose of this chapter was to check the implementation of Unit Management by means of measuring the five components of Unit Management. These include case

management, multi-disciplinary approach, monitoring of Unit Management, effectiveness of Unit Management, and human rights of offenders. These were measured by means of providing structured questionnaires with statements pertaining to each component. As part of the descriptive research analysis, biographical data was collected from correctional officials. Frequency tables were used in this regard. In chapter 7, which is termed the final chapter, the findings and recommendations of this chapter will be discussed.

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CHAPTER 7

FINDINGS AND RECOMMENDATIONS

7.1 INTRODUCTION

In this chapter, the researcher provides findings and recommendations, which were influenced by the literature review and the empirical study of the presented research. Aims and objectives of this study are measured against the literature and the empirical study that was conducted by the researcher. Based on the findings and the recommendations of the study, the research should contribute to successful implementation or improved application of Unit Management into the Correctional Centres of Excellence under the following components:

- Case management
- Multi-disciplinary approach
- Monitoring tools of Unit Management
- Human Rights of offenders.

The following section presents the findings from the study:

7.2 FINDINGS

This section contains findings on the empirical study including the literature review.

7.3 THE RESEARCH IN CORRECTIONAL CENTRES OF EXCELLENCE

The introduction of the Unit Management concept into the Correctional Centres of Excellence in South Africa was principally adopted in March 1995, announced in 1996, but only implemented fully a decade later. The implementation of Unit Management was viewed as a vehicle to service delivery in South African correctional centres. The implementation of Unit Management was extended to all Correctional Centres of Excellence in the provinces. The research was conducted in two Correctional Centres of Excellence in Gauteng namely: the Johannesburg Female Correctional Centre of Excellence, and

Johannesburg Medium C Correctional Centre of Excellence which accommodates maximum offenders. It has been noted when the researcher visited the two correctional centres that indeed Unit Management is practised in these Correctional Centres of Excellence in Johannesburg Management Area.

7.4 CASE MANAGEMENT

According to Luyt (1999:127), case management is a way of organising the management of the sentence of an offender. Du Preez (2003:4) describes case management as a systematic process whereby correctional official are responsible for encouraging offenders that are assigned into their case load to achieve maximum requirements as stipulated in their plans with the aim of reintegrating them successfully into the community. In the correctional centre set up, case management focuses more on the individual offender by looking at his adaptation in the Correctional Centre of Excellence and individual behaviour relevant to the rehabilitation and case plan. Findings on case management are elaborated on this chapter based on the aspects as discussed in chapter two of the study.

7.4.1 Finding 1: Understanding of Unit Management

The researcher tested whether the officials understand Unit Management as a concept. Most of the officials know and understand the concept and the definition of Unit Management (see Frequency Table 11).

7.4.2 Finding 2: Programme to Guide Officials and Offenders

Unit Management entails that there should be a programme of action to guide officials and offenders on activities to be conducted into the Correctional Centres of Excellence. Therefore, the availability of the daily structured programme, which spells out exactly what is expected of them, must be ensured. Most of the officials agreed and strongly agreed that indeed the daily structured programme is available inside the units (see Frequency Table 12). There is a structured day programme in the units guiding officials and offenders of what is expected of them. The latter is not enough, and more specific guidelines for staff concerning unit management are lacking. Other guidelines and directives are in place but

are of general application (for example the B-Order), and not unique or specific enough for complete unit management guidance.

7.4.3 Finding 3: Presentation of Programmes by Officials

Unit management requires that correctional officials present these correctional programmes to offenders. The success of Unit Management is dependent on officials to drive this vehicle in ensuring that offenders know and understand the concept of Unit Management by teaching them. Most officials agreed and strongly agreed that they are presenting correctional programmes to offenders in line with Unit Management principles (see Frequency Table 13). It is noted that officials present programmes to offenders. The variety and quality of programmes were not tested in the research.

7.4.4 Finding 4: Offender Involvement in Various Programmes

Unit Management is a process that requires efforts of offenders to be involved in the delivery of correctional programmes. The researcher tested this by asking correctional officials whether offenders are involved in various programmes. Most of the officials agreed and strongly agreed with the statement (See Frequency Table 14). Offenders in the Correctional Centres of Excellence are involved in various programmes, but the frequency of involvement is not high enough.

7.4.5 Finding 5: Unit Rules

Most of the correctional officials agreed and strongly agreed that unit rules are indeed available inside the unit. (See Frequency Table 15). Therefore, it is noted that unit rules are available in the units.

7.4.6 Finding 6: Case Files

Offenders must have case files on admission for personal details and other relevant information. Most of the correctional officials agreed and strongly agreed that case files of offenders are available and kept safe in the units (See Frequency Table 16). It has been noted from the findings that case files of offenders are available in the units, kept safe and updated.

7.5 MULTI-DISCIPLINARY APPROACH

Unit Management spells out that specialists must be involved in the treatment of offenders during the time of incarceration in the Correctional Centres of Excellence. The following are (inter alia) regarded as specialists who form part of the multi-disciplinary team:

- Psychologists
- Social workers
- Religious care workers
- Educationists
- Health care workers and special needs offenders.

7.5.1 Finding 7: Permanent Psychologists in the Units

A permanent psychologist must be allocated in the units. Half of the officials agreed a permanent psychologist is allocated in the units (See Frequency Table 17). It is amazing that again half of the correctional officials disagreed with the statement. A permanent psychologist is not allocated in the units. This is not in line with the White Paper on Corrections (Department of Correctional Services, White Paper on Corrections 2005:75).

7.5.2 Finding 8: Permanent Social Worker in the Units

A permanent social worker must be allocated in the unit to deal with the family matters of offenders whilst they are incarcerated in the Correctional Centres of Excellence. This helps offenders to easily adapt to the correctional centre setup. Most of the correctional officials agreed and strongly agreed to the statement (see Frequency Table 18).

7.5.3 Finding 9: Permanent Spiritual Worker in the Units

A permanent spiritual worker is allocated in the unit for religious purpose of offenders while incarcerated. Most of the correctional officials agreed and strongly agreed that a permanent spiritual worker is allocated in the unit, but it is strange that almost nine officials out of 60

officials are neutral (See Frequency Table 19). This implies that the Department does not comply to Section 14(1) of the Correctional Services Act 111 of 1998 (Republic of South Africa, 1998:14) as stipulated.

7.5.4 Finding 10: Permanent Educationists

Offenders are given opportunities to further their studies whilst incarcerated in the Correctional Centres of Excellence. A permanent educationist must be assigned to the unit to assist offenders to further their studies. Most of the correctional officials agreed and strongly agreed with the statement (see Frequency Table 20) but nine officials disagreed with the statement. This shows that there is still a room to improve the situation as education is a key to success.

7.5.5 Finding 11: Permanent Medical Practitioner

A medical practitioner is allocated in the units to take care of health status of offenders while incarcerated in the Correctional Centres of Excellence. The department then ensures that a medical practitioner and health care workers are assigned on 24-hour basis to check on these offenders. Most of the correctional officials agreed and strongly agreed with the statement (see Frequency Table 21). This implies that the Department is complying.

7.5.6 Finding 12: Offenders with Disabilities

Offenders with disabilities are also regarded as persons in need of medical care. The research has shown that there is an anomaly in this regard. Most officials disagreed with the statement in the questionnaire in the questionnaire that such amenities are made available to inmates incarcerated in centres of excellence (See Frequency Table 22). This is discrimination to offenders with disabilities in terms of their rights.

7.6 MONITORING OF UNIT MANAGEMENT

The DEPARTMENT OF CORRECTIONAL SERVICES has an organisational structure that guides all officials about the hierarchy of reporting. Monitoring of Unit Management through stats from the units inside the correctional centres where unit managers' report to

the head correctional centre of excellence, the head correctional centre reporting to the Area Commissioner, while the Area Commissioner reports to the office of the regional commissioner, while the regional commissioner reports to national head office for parliamentary sessions. It is noted through the questionnaires that correctional officials are not aware that such reporting is taking place, which means there is a communication breakdown. It is recommended that the Department put measures in place of monitoring Unit Management such as the monitoring tool.

7.6.1 Finding 13: Case Assessment Team

The case assessment team should be established in the Correctional Centres of Excellence for assessment offenders during admission. This team must ensure that all offenders are assessed in terms of Unit Management principles. Most officials agreed with the statement, but almost fifteen (15) officials out of sixty (60) disagreed (See Frequency Table 23). This tells us this is not a true reflection of the Department. The Department needs to improve on the assessment of offenders.

7.6.2 Finding 14: Submission of Monthly Report Unit Manager

A unit manager is required to submit a monthly report to the head of correctional centre in the form of a statistics reporting about the status and progress on Unit Management for monitoring purposes. Most officials agreed and strongly agreed with the statement, though some 12 officials remained neutral (see Frequency Table 24). The high reflection of neutrality creates the impression that there is an underlying truth that cannot be told by officials. Managers must be transparent about sharing of information with all stakeholders.

7.6.3 Finding 15: Submission of Monthly Report Head Correctional Centre

The head of correctional centre must report the status of Unit Management to the office of the Area Commissioner monthly. Most of the correctional officials agreed with the statement, but 18 of the officials decided to remain neutral for some reasons known to them (see Frequency Table 25). This raises some concerns as there is no whole truth told and officials shy away from expressing the true state of matters regarding reporting, as already observed with the previous finding.

7.6.4 Finding 16: Submission of Monthly Report Area Commissioner

Correctional officials from the office of the Area Commissioner must submit the report to the office of the Regional Commissioner on a monthly basis. Only a few correctional officials agreed with the statement, whilst the majority of the officials remained neutral, and the rest of the officials disagreed with the statement (see Frequency Table 26). This indicates clearly that reporting of Unit Management is not done, a tendency that could be observed with the last two findings.

7.6.5 Finding 17: Submission of Monthly Report Regional Commissioner

Officials from the office of the Regional Commissioner report the status of the Unit Management to Head Office. Eleven (11) correctional officials agreed with the statement, while most of the officials were neutral, and the other officials disagreed with the statement (see Frequency Table 27). The indication from the findings is that there is no reporting taking place within the Department.

7.6.6 Finding 18: Monitoring of Unit Management Head Office

Officials from head office monitor the progress and or challenges on the implementation of Unit Management for accountability to Parliament and or Portfolio Committee. Less officials agreed with the statement, most of the officials remained neutral, while more disagreed with the statement (see Frequency Table 28). The indication is that monitoring of Unit Management is done.

7.7 HUMAN RIGHTS OF OFFENDERS

Human rights of offenders refer to all the rights that offenders retained while they are incarcerated. Correctional officials must respect these rights and ensure that they are not violated. This is confirmed by Section 35 (2) Act No. 108 of 1996 of the Constitution of the (Republic of South Africa, 1996:46).

7.7.1 Finding 19: Humane Treatment of Offenders

Offenders must be treated humanely whilst incarcerated in the Correctional Centres of Excellence. Human rights of offenders must be upheld. Most correctional officials agreed and strongly agreed with the statement (See Frequency Table 35). The indication from the finding is that offenders are treated humanely.

7.7.2 Finding 20: Privacy of Offenders

Correctional officials must always respect the privacy of offenders when searching is conducted. Most of the correctional officials agreed with the statement, though less officials disagreed (See Frequency Table 36). The statistics gives an impression that rights are not respected fully since other officials disagree.

7.7.3 Finding 21: A Right to Education

Offenders must be given a choice to basic and adult education while incarcerated. This must assist them to further their studies. Most of the correctional officials agreed and strongly agreed with the statement (See Frequency Table). The finding indicates the right to education is respected.

7.7.4 Finding 22: Language Choice

Offenders must be allowed to express themselves in the language of their choice. This will enable them to easily understand the communication processes. Most of the correctional officials agreed and strongly agreed with the statement (See Frequency Table 38). The statistics indicates that offenders can express themselves in their own language.

7.7.5 Finding 23: Forced Labour

Offenders are not exposed to forced labour. Offenders are permitted to elect any type of work they prefer to perform. Most correctional officials agreed and strongly agreed with the statement (See Frequency Table 39). The finding is that offenders are not subjected to forced labour.

7.7.6 Finding 24: A Right to Church Denomination

Offenders must be allowed to participate and join the church denomination of their own choice. Most of the officials agreed and strongly agreed with the statement (See Frequency Table 38).

7.8 RECOMMENDATIONS

Recommendations presented in this chapter are solely based on the findings of the study. These recommendations will apply and contribute to the rehabilitation of offenders incarcerated into the South African Correctional Centres of Excellence through Unit Management as a programme in ensuring that offenders are reintegrated into the community as responsible South African citizens but remain based on the results from the study at Johannesburg Correctional Centre.

7.8.1 Recommendation: Application of Unit Management into the Correctional Centres of Excellence

Concerning Unit Management, the application thereof into the Correctional Centres of Excellence was viewed as a programme that will enhance the rehabilitation of offenders inside the Correctional Centres of Excellence. The move will see the Department of Justice and Correctional Services having achieved its mandate of the rehabilitation of offenders. The implementation of Unit Management was viewed as a vehicle to service delivery in South African correctional centres. The implementation of Unit Management was extended to all Correctional Centres of Excellence in the provinces. This was viewed as a strategic move to ensure rehabilitation of offenders. However, the implementation of Unit Management is not fully implemented into the Correctional Centres of Excellence in South Africa. Therefore, based on the information gathered, it is recommended that:

7.8.2 Case Management

The recommendations below are made in case management.

7.8.3 Recommendation 1: Understanding of Unit Management

Management must be fully involved in the implementation of Unit Management into the Correctional Centres of Excellence in ensuring that every correctional official understand the concept of Unit Management.

7.8.4 Recommendation 2: Programme to Guide Officials and Offenders

It is recommended that the Department of Correctional Services must ensure that all officials and offenders are equipped by means of in-house training about the programme of action to all. Additional guidelines regarding unit management should also be provided in print format. These should be available in all units.

7.8.5 Recommendation 3: Presentation of Programmes by Officials

It is recommended that every official be trained in terms of presentation skills to present programmes to offenders. Training must be provided to officials during training at the college and follow-up training. Staff members must be motivated to obtain additional training outside the Department, where such training may be available. The introduction of a continued professional development programme may be a viable idea to be considered for implementation.

7.8.6 Recommendation 4: Offender Involvement in Various Programmes

It is recommended that the Department implement a strategy of ensuring that all offenders are put into compulsory programmes to curb recidivism, this is because offenders are not subjected to compulsory programmes. Many resources should be channelled and used in this regard to ensure positive outcomes and optimal results. Further research into the nature of programmes and the quality thereof is also recommended.

7.8.7 Recommendation 5: Unit Rules

It is recommended that management must ensure that unit rules are read to all offenders during orientation and in the units. Unit rules must be made available in the form of a booklet to all offenders to understand the discipline part of it.

7.8.8 Recommendation 6: Case Files

It is recommended that the Department must improve the updating of information in the case files of offenders and safe keeping thereof

7.9 MULTI-DISCIPLINARY APPROACH

The recommendations below are made in multi-disciplinary approach.

7.9.1 Recommendation 7: Permanent Psychologists in the Units

It is recommended that permanent psychologists be employed and placed in the units. Lack of these services remains a long-term challenge that should be addressed more urgently.

7.9.2 Recommendation 8: Permanent Social Worker in the Units

It is recommended that permanent social workers be employed and placed in the units as was discussed with psychologists above.

7.9.3 Recommendation 9: Permanent Spiritual Worker in the Units

It is recommended that permanent spiritual workers be employed and placed in the units to deal with the religious care of offenders.

7.9.4 Recommendation 10: A Permanent Educationists

It is recommended that permanent educationist be employed and placed in the units to assist offenders to further their studies

7.9.5 Recommendation 11: Permanent Medical Practitioner

It is recommended that a permanent medical practitioner be employed and placed in the units to work on the medical conditions of offenders.

7.9.6 Recommendation 12: Offenders with Disabilities

It is recommended that permanent structure be built to accommodate offenders with disabilities and their medical conditions. If not viable, adaptations should be done to meet the needs of persons with disabilities in line with national legislation.

7.9.7 Recommendation 13: Case Assessment Team

It is recommended that the Department develop a tool of compulsory assessment of offenders on admission for proper placement into the units.

7.10 MONITORING OF UNIT MANAGEMENT

The recommendations below are made in multi-disciplinary approach

7.10.1 Recommendation 14: Submission of Monthly Report Unit Manager

It is recommended that the unit managers be trained and involved in the development and administration of Unit Management, so that they can the reporting structure.

7.10.2 Recommendation 15: Submission of Monthly Report Head Correctional Centre

It is recommended that the head correctional centre appoint officials in writing to manage reporting of Unit Management in the centre.

7.10.3 Recommendation 16: Submission of Monthly Report Area Commissioner

It is recommended that the Area Commissioner design a reporting strategy for all heads of correctional centres on a compulsory capacity.

7.10.4 Recommendation 17: Submission of Monthly Report Regional Commissioner

It is recommended that the regional Commissioner design a Unit Management monitoring tool for reporting to Regional Head Corrections.

7.10.5 Recommendation 18: Submission of Monthly Report Head Office

It is recommended that the department design a reporting structure for all stakeholders to report the progress thereof.

7.11 HUMAN RIGHTS OF OFFENDERS

The recommendations below are made in the context of human rights of offenders.

7.11.1 Recommendation 19: Human Treatment of Offenders

It is recommended that the Department take the responsibility of training officials on how to handle offenders as there are still older officials who must adapt to change.

7.11.2 Recommendation 20: Privacy of Offenders

It is recommended that the Department embark on workshops on the searching of offenders in terms of human rights.

7.11.3 Recommendation 21: A Right to Education

It is recommended that the Department educate all officials on the development of offenders educationally.

7.11.4 Recommendation 22: Language Choice

It is recommended that the Department take the responsibility of placing offender to abet for their development.

7.11.5 Recommendation 23: Forced Labour

It is recommended that the Department change its policy of not forcing offenders to work because that creates a culture of not working to offenders which will have an impact when they are released because they are not used to working.

7.11.6 Recommendation 24: A Right to Church Denomination

It is recommended that the Department expand activities on religious care to allow offenders to repent whilst in correctional centres.

7.12 SUMMARY

The conclusion that is made in this chapter, is that the study ensures the proper intervention of all stakeholders taking part into the multi-discipline approach to be fully involved in the rehabilitation of offenders. The recommendations may have a direct impact on the rehabilitation of offenders in South African Correctional Centres of Excellence.

LIST OF REFERENCES

Du Preez N. 2003. Integrated offender administration through case management. Pretoria. University of South Africa.

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Muthaphuli P. 2008. Offender's rights with regard to rehabilitation in South Africa. Pretoria. University of South Africa

ANNEXURE A

LETTER OF PERMISSION TO CONDUCT RESEARCH: DEPARTMENT OF CORRECTIONAL SERVICES

Open Rubric



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

Private Bag X138, PRETORIA, 0001, Poyntons Building, (at) WF Mokhele and Sophie De Bruyn Street, PRETORIA
Tel (012) 307 2770, Fax 086 539 2893

Mr J Masina
1436 Mokgala Street
Vosloorus
1473

Dear Mr J Masina

**RE: APPLICATION TO CONDUCT RESEARCH IN THE DEPARTMENT OF
CORRECTIONAL SERVICES ON: "THE TRANSFORMATION OF SOUTH AFRICAN
CORRECTIONAL CENTRES OF EXCELLENCE THROUGH EQUITABLE UNIT
MANAGEMENT"**

It is with pleasure to inform you that your request to conduct research in the Department of Correctional Services on the above topic has been approved.

Your attention is drawn to the following:

- The relevant Regional and Area Commissioners where the research will be conducted will be informed of your proposed research project.
- Your internal guide will be **Regional Head Corrections: Mr J Wilkins, Gauteng**
- You are requested to contact him at telephone number (012) 420 0147 before the commencement of your research.
- It is your responsibility to make arrangements for your interviewing times.
- Your identity document and this approval letter should be in your possession when visiting.
- You are required to use the terminology used in the White Paper on Corrections in South Africa (February 2005) e.g. "Offenders" not "Prisoners" and "Correctional Centres" not "Prisons".
- You are not allowed to use photographic or video equipment during your visits, however the audio recorder is allowed.
- You are required to submit your final report to the Department for approval by the Commissioner of Correctional Services before publication (including presentation at workshops, conferences, seminars, etc) of the report.
- Should you have any enquiries regarding this process, please contact the Directorate Research for assistance at telephone number (012) 307 2770 / (012) 305 8554.

Thank you for your application and interest to conduct research in the Department of Correctional Services

Yours faithfully

ND SIHLEZANA
DC: POLICY COORDINATION & RESEARCH
DATE: 08/03/2017

ANNEXURE A: INFORMED CONSENT FORM QUALITATIVE DATA COLLECTION

Researcher: Joseph Masina

Telephone: 0842130606

University of South Africa

Supervisor: Prof: Willem Luyt

Department: Penology

Telephone: 0835603741

Dear Respondent,

The Transformation of South African Correctional Centers of Excellence through Equitable Unit management

Attached hereto kindly receive the research proposal for more detailed information concerning the study as a whole with regard to obtaining an informed consent before assumption of the intended research.

Purpose of the study

The study is undertaken for the fulfillment of a degree of Masters of Arts in Penology. It is intended to investigate, describe, analyze and evaluate the implementation of unit management into the Correctional Centers of Excellence in order to formulate an effective and efficient management strategy.

Procedure

Information will be obtained from participants who are in this instance officials in the Department of Correctional Services; therefore a questionnaire will be used. The questionnaires will not last longer than 30 minutes; recording devices will not be used since it is not permitted.

Risk and discomfort

There are no pre-determined risks involved in this study. The research participants are only answering on the knowledge, information and practicalities of unit management.

Benefits

There are no benefits or incentives involved in the study, be it financially or monetary value, however participants will be advised to empower themselves through knowledge information of the study.

Respondent`s rights

Participants are advised to participate voluntarily and can withdraw at any stage of the research, but must provide a withdrawal letter so that all data collected can be deemed null and void.

Confidentiality

The researcher will ensure all information gathered about the study is stored in a safe and lockable cabinet that no one will have access to. Findings of the research will be documented in the form of an academic dissertation.

Questions and concerns

The researcher welcomes any questions or concerns pertaining the research study.

I understand my rights as a research respondent and voluntarily give my consent to participate.	
Research respondent:	Date:
Researcher:	Date:

ANNEXURE B

LETTER OF PERMISSION TO CONDUCT RESEARCH: DEPARTMENT OF CORRECTIONAL SERVICES

A survey conducted by Joseph Hlatshwayo for Master of Arts (Penology)

This questionnaire is about your personal experience and expertise as an employee at Medium Correctional centre of excellence as well as Female Correctional Centre of Excellence Johannesburg Management Area. This questionnaire and the information contained hereof will be kept confidential. The information supplied will not be seen by anyone except the interviewer and the supervisor in the study. To ensure that the information is kept confidential, please do not write your name nor surname on this questionnaire, and kindly be advised that participation in the research is voluntary, no one is compelled to participate.

Please answer the questionnaire by selecting the options that suits your opinion. For the research to be accurate and reliable please answer all the questions. Should you have any question or clarifications about the research please do not hesitate to phone

Joseph Hlatshwayo at 0842130606

Thank you for your participation

Joseph Hlatshwayo

Part A: Biographical Information

Please tick the appropriate box pertaining to each question/ statement.

1. Gender:

Male	Female
1	2

☐

2. Age group:

18- 23	23- 35	35-45	45-60
1	2	3	4

☐

3. Marital status:

Married	Single	Divorced	Widow/er
1	2	3	4

☐

4. Acquired educational level:

Std8	Matric	Diploma/Degree	Post graduate Honours/Masters/PhD
1	2	3	4

☐

5. I am currently working at this unit for:

0- 12 months	12-3 years	3-5 years	5-10 years	More than 10 years
2	3	4	5	6

☐

6. Home language:

English	Sepedi	Sesotho	Setswana	SiSwati
2	3	4	5	6
Xitsonga	isiNdebele	isiXhosa	IsiZulu	
8	9	10	11	

7. Number of years currently employed in DCS:

0- 12 months	12-3 years	3-5 years	5-10 years	10-20 years	More than 20 years
2	3	4	5	6	7

8. My current position/rank is:

COIII	CO II	COI	Senior Correctional Officer	Assistant Director	Deputy Director	Director
1	2	3	4	5	6	7

9. My line of responsibilities is:

Security officer	Case Officer	Unit Supervisor	Unit Manager	Head correctional centre	Other
1	2	3	4	5	6

10. The name of the Correctional Centre where I am currently working:

Johannesburg Female Correctional Centre of Excellence	1
Johannesburg Medium C Correctional Centre of Excellence	2

Part B: Objective 1 Case Management

For each of the statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

The response scale is as follows:

1. **Strongly agree**
2. **Agree**
3. **Undecided or Neutral**
4. **Disagree**
5. **Strongly Disagree**

Section A

1. Unit management is a management strategy designed to improve
Control and relationships by dividing the larger offender population
Into smaller groups to improve service delivery pertaining to care,
Security and social reintegration.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

2. A daily structured programme for offenders which spells out exactly what is expected of them is available inside the units.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

3. Correctional officials are presenting correctional programmes to offenders.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

4. Offenders are involved in various correctional programmes.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

5. Unit rules regulating the unit for offenders are available inside the unit.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

6. All offenders are in possession of case files which are being updated and kept in a safe cabinet

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

SECTION B: Objective 2 Multi-disciplinary Approach

1. A permanent psychologist is assigned in the unit to deal with Challenges of offenders

1	2	3	4	5
Strngly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

2. A permanent social worker is assigned in the unit to deal with family matters of offenders

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

3. A spiritual care worker is assigned to the unit to look at spiritual needs of offenders.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

4. Educationalists are assigned to the unit to look at educational needs of offenders

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

5. A medical practitioner and healthcare workers are assigned to the unit to ensure that offenders are in a good state of health

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

6. Offenders with disabilities are kept in special care units.

1	2	3	4	
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

SECTION D: Objective 3 monitoring of unit management

1. A case assessment team is established and functional in the units

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

2. A unit manager submits a monthly report to the head correctional centre about progress of unit management.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

3. The head correctional centre reports progress of unit management to the office of the regional commissioner on monthly basis

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

4. Officials from the office of the area commissioner are monitoring progress on the implementation of unit management

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

5. Officials from the office of the regional commissioner are monitoring progress on the implementation of unit management.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

6. Officials from head office are monitoring progress on the implementation of unit management.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

Section E: Objective 4 Effectiveness of unit management

1. Offenders are receiving meal three times a day as per the principles of unit management

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

2. Officials are receiving continuous training on unit management.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

3. All case and security officers are in possession of job description which spells out exactly what is expected of them.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

4. Unit management is practiced and effective at female/centre C correctional centres of excellence.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

5. A ratio of 1 official is equal to 250 offenders is maintained in the unit.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

6. A case review team is established and functional in the unit.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

Section F: Objective 5 Human rights

1. Offenders are treated humanely and with dignity in the unit.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

2. Offender privacy is respected every time searching is conducted.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

3. Offenders have a choice basic and adult education in terms of human rights.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

4. Offenders are allowed to express themselves in the language of their choice.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

5. Offenders are not subjected to forced labour.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

6. Offenders can practice and join church denomination of their choice.

1	2	3	4	5
Strongly agree	Agree	Undecided or neutral	Disagree	Strongly disagree

Thank you for your participation

Mr. Hlatshwayo J.

ANNEXURE C

LETTER OF PERMISSION TO CONDUCT RESEARCH: DEPARTMENT OF CORRECTIONAL SERVICES

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correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

G303 (D)

DEPARTMENT OF CORRECTIONAL SERVICES

CORRECTIONAL SENTENCE PLAN (CSP)

PERSONAL PARTICULARS

SURNAME	
MAIDEN NAME	
FULL NAMES	
ALIAS	
REGISTRATION NUMBER	
ID NUMBER	
GENDER	
HIGH PRIORITY REFERRAL (SPECIFY)	
CURRENT OFFENCE	
DATE OF SENTENCE	
LENGTH OF SENTENCE	
CONSIDERATION DATE FOR POSSIBLE PLACEMENT	

Department of Correctional Services

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PREAMBLE

A correctional sentence plan serves to guide interventions aimed at addressing the risks and needs of offenders as identified during the comprehensive risk and needs assessment. It seeks to spell out what programmes/services/activities are required to correct the offending behaviour and to help offenders develop skills to handle socio-economic conditions that led to criminality. It also spells out programmes/services/activities that the offender needs to enhance his or her social functioning, preparation for release and reintegration into the community. The sentence plan sets time frames for programmes/services/activities to take place and it specifies who should ensure that the intended programmes/services/activities are offered to the offender.

INSTRUCTIONS FOR COMPLETION OF THE CSP FORM

1. The form must be completed by the Correctional Assessment Official (CAO).
2. Refer to the Individual Offender Profile for risks and needs identified during assessment.
3. Delete what is not applicable
4. Mark appropriate block with "X" where applicable.
5. Specify recommended programme/service/activity in a space provided and where applicable.
6. Use a **black pen and BLOCK** letter writing when a hard copy is utilised.
7. All relevant sections must be completed in full.

GUIDELINES FOR THE DEVELOPMENT OF THE CSP

1. A correctional sentence plan (CSP) must be developed for all sentenced offenders serving a sentence of longer than 24 months within 21 working days after admission.
2. The sentence plan must be developed for each offender based on the needs and risks as indicated on the offender profile.
3. The CAO must refer to each correctional center's list of programmes/services/activities (Annexure A) in order to recommend programmes/services/activities.
4. Where necessary, respective specialist / service providers must conduct their own assessment in order to further identify risks/ needs and determine appropriate interventions.
5. Time frames for interventions should be based on the nature of identified risks and/or need as well as the length of the offender's sentence.
6. Offenders with court referrals must be prioritised for interventions.
7. Short and medium term interventions should as far as possible focus on interventions that are aimed at addressing offending behaviour and those that will assist the offender to cope with life in the correctional centre.
8. Social reintegration interventions should take place as soon as the offender is admitted and continue throughout his/her sentence period depending on the risks/needs identified.
9. Offenders serving short term sentences should be prioritised for in-depth programmes targeting their offending behaviour.
10. The following time frames should serve as a guide to plan for implementation of interventions however there should be allowance for flexibility in cases where there is lack of capacity.
11. For offenders serving (>24 months - 60 months)
 - a. Short Term period for intervention: 0 – 6 months
 - b. Medium Term period for intervention: > 6 months – 30 months
 - c. Long term period for intervention: > 30 months - 60 months

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12. For offenders serving (>60 months - < 10 years)
 - a. Short Term period for intervention: 0 months – 30 months
 - b. Medium Term period for intervention: > 30 months – 60 months
 - c. Long term period for intervention: > 60 months – 120 months
13. For offenders serving (10 - < 20 years)
 - a. Short Term period for intervention: 0 months – 120 months
 - b. Medium Term period for intervention: > 120 months – 180 months
 - c. Long term period for intervention: > 180 months – 240 months
14. For offenders serving (20 years and above)
 - a. Short Term period for intervention: 0 months – 180 months
 - b. Medium Term period for intervention: > 180 months – 240 months
 - c. Long term period for intervention: > 240 months
15. The CMC Chairperson must explain the goal and objectives of the sentence plan to each offender.
16. The completed sentence plan must be signed by the CAO, the offender, the Unit Manager and the CMC Chairperson who approves it.
17. No offender must be forced to sign a sentence plan.
18. Should an offender refuse to sign a sentence plan, refusal should be indicated in writing on the sentence plan form where a space for comments is provided.
19. An offender's additional needs that may arise during the development of the sentence plan should be indicated in the space provided.
20. The approved CSP must be submitted to the Unit Manager for referral to a relevant service provider.
21. After completion and approval the original correctional sentence plan should be filed in the CMC file of the offender and the copy thereof on the Case File.

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1. CORRECTIONS

Crime Committed/ Offending behaviour	Mark the appropriate block with "X"	Recommended programme/service/activity (Refer to the attached list of programmes/services/activities)	Mark the appropriate block with "X"	Indicate recommended service provider		Indicate recommended timeframes within which interventions should take place in line with the length/remaining length of sentence. (Refer to guidelines 11 -14 and mark the appropriate block with "X")		
				Internal	External	Short Term	Medium Term	Long Term
AGGRESSIVE OFFENCES: e.g. Murder and Related Offences, Culpable Homicide and Related Offences, Assault and Related Offences, Rape		Anger management Programme						
		Psychological Services						
		Social Work Services						
		Other , Specify:						
SEXUAL OFFENCES: e.g. Sexual assault, Indecent assault, rape etc.		Sexual offences programme						
		Psychological Services						
		Social Work Services						
		Other , Specify:						
ROBBERY AND RELATED OFFENCES		Anger management Programme						
		Psychological Services						
		Social Work Services						
		Other , Specify:						
ECONOMIC OFFENCES: e.g. Theft and related offences, Fraud, Deception and Related Offences		Social Work Services						
		Other , Specify:						
DRUG AND ALCOHOL RELATED OFFENCES		Substance Abuse Programme						
		Social Work Services						
		Placement in drug-free cell						
		Support groups e.g. Alcoholics Anonymous (AA)						

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WEAPONS AND EXPLOSIVES OFFENCES (OTHER THAN FIREARMS AND AMMUNITION)		SANCA Drug and Alcohol Treatment Programme/Service e.g. Ahnangang substance abuse programme							
		Other , Specify:			Coordinator Security/Unit Manager				
PROPERTY AND ENVIRONMENTAL DAMAGE		Other , Specify:							
		Anger Management Programme							
PUBLIC ORDER AND PUBLIC WELFARE OFFENCES		Other , Specify:			Center Coordinator Security/Unit Manager				
		Other , Specify:							
ROAD TRAFFIC AND VEHICLE REGULATORY OFFENCES									
OFFENCES AGAINST JUSTICE , PROCEDURES, GOVERNMENT SECURITY AND GOVERNMENT OPERATIONS					Center Coordinator Security/Unit Manager				
		Other , Specify:							
TRAFFICKING RELATED OFFENCES (human, drugs, endangered species etc)									
		Other , Specify:							
OFFENCES AGAINST FREEDOM OF MOVEMENT					Center Coordinator Security/Unit Manager				

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OTHER OFFENCES, SPECIFY		Other , Specify:							
GANG MEMBERSHIP/ CRIMINAL ASSOCIATIONS		Life skills Programme (Distancing self from high-risk offenders, ending gang membership)							
		Place in employment work groups							
		Separate offender from other gang members							
		Other , Specify:		Center Coordinator Security/Unit Manager					

2. DEVELOPMENT

Identified risk/ need	Mark the appropriate block with "X"	Recommended service or activity (Refer to the attached list of programmes/services/activities)	Mark the appropriate block with "X"	Indicate recommended service provider		Indicate recommended timeframes within which interventions should take place in line with the length/remaining length of sentence. (Refer to guidelines 11 -14 and mark the appropriate block with "X")		
				Internal	External	Short Term	Medium Term	Long Term
FORMAL EDUCATION General Education and Training Certificate (GETC)		Pre-ABET:						
		ABET Level 1- 4	Level(s).....					
		Grade 10-12	Grade(s).....					
		Occupation Specific(specify):						
		Certificate Course (specify):						
Higher Education and Training (HET)		Diploma/ Postgraduate Diploma(specify):						
		Junior Degree (specify):						
		Higher Degree (specify):						
SKILLS DEVELOPMENT		Trade : (specify)						
		Occupation Skills Development Courses (specify):						

[illegible]

3. CARE

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Building and maintaining contact with family and friends.		Social Work Services								
		Spiritual Care Services								
		Mediation services (Restorative Justice)								
		Social Work Services								
Relationship problem with family and significant others		Spiritual Care Services								
		Social Work Services								
Requires assistance for his / her dependants / family (Primary caregiver/Sole provider of the dependants)		Social Work Services								
EMOTIONAL/ PSYCHOLOGICAL WELL BEING										
Previous treatment for mental illness		Psychological /Health Care Services								
Current treatment/medication for mental illness		Psychological /Health Care Services								
Previous treatment for suicide attempt / self-harm		Psychological /Health Care Services								
		Social Work Services								
Has suicidal thoughts / threatening to commit suicide		Psychological /Health Care Services								
		Social Work Services								
Is a victim of physical, sexual abuse or crime prior to incarceration		Psychological /Health Care Services								
		Social Work Services								
Has been physically or sexually abused in the correctional centre		Psychological /Health Care Services								
		Social Work Services								
Needs some help with nightmares / flashbacks		Psychological /Health Care Services								
		Psychological /Health Care Services								
The court recommended psychological / psychiatric treatment as part of the sentence		Psychological /Health Care Services								
HEALTH CARE										
HIV/AIDS SERVICES AND PROGRAMMES		Health Care Services								
		Health Care Services								

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[illegible]

4. SOCIAL REINTEGRATION

Identified risk/ need	Mark the appropriate block with "X"	Indicate recommended programme/service/activity (Refer to the attached list of programmes/services/activities)	Mark the appropriate block with "X"	Indicate recommended service provider		Indicate recommended timeframes within which interventions should take place in line with the length/remaining length of sentence. (Refer to guidelines 11 -14 and mark the appropriate block with 'X')		
				Internal	External	Short Term	Medium Term	Long Term
Preparation for release		Pre-Release Programme						
Accommodation								
Support System(s)								
Employment								
Other (Specify)								

5. SECURITY

Identified risk/ need	Mark the appropriate block with "X"	Indicate recommended service/activity	Indicate recommended service provider	Indicate recommended timeframes within which interventions should take place in line with the length/remaining length of sentence. (Refer to guidelines 11 -14 and mark the appropriate block with "X")
				<div>Short term</div> <div>Medium Term</div> <div>Long Term</div>
Previous crimes categorized as high risks			Center Coordinator Security/Unit Manager	
Current crimes categorized as high risk			Center Coordinator Security/Unit	

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[illegible]

6. FACILITIES

Identified risk/ need	Mark the appropriate block with "X"	Indicate recommended service/activity	Indicate recommended service provider	Indicate recommended timeframes within which interventions should take place in line with the length/remaining length of sentence. (Refer to guidelines 11 -14 and mark the appropriate block with "X")		
				Short Term	Medium Term	Long Term
Housing			Center Coordinator Security/Unit Manager			
Accessibility			Center Coordinator Security/Unit Manager			
Other (Specify):			Center Coordinator Security/Unit Manager			

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[illegible]

Comments:

Additional Risks/ Needs:

Signature of CAO: _____

Initials & Surname: _____

Date: _____

Approved/ Not Approved/Amended

Signature of Chairperson: CMC: _____

Initials & Surname: _____

Date: _____

*I concur / do not concur with the correctional sentence plan.

Signature or Thumbprint of Offender: _____

Name & Surname: _____

Date: _____

APPENDIX D: EDITING AND PROOFREADING CERTIFICATE

EDITING AND PROOFREADING CERTIFICATE

7542 Galangal Street

Lotus Gardens

Pretoria

0008

29 January 2019

TO WHOM IT MAY CONCERN

This certificate serves to confirm that I have edited and proofread Mr J Hlatshwayo's dissertation entitled, **"THE TRANSFORMATION OF SOUTH AFRICAN CORRECTIONAL CENTRES OF EXCELLENCE THROUGH EQUITABLE UNIT MANAGEMENT"**.

I found the work easy and intriguing to read. Much of my editing basically dealt with obstructionist technical aspects of language, which could have otherwise compromised smooth reading as well as the sense of the information being conveyed. I hope that the work will be found to be of an acceptable standard. I am a member of Professional Editors' Guild.

Hereunder are my particulars:



Jack Chokwe (Mr)

Contact numbers: 072 214 5489

jackchokwe@gmail.com

Professional
EDITORS
Guild



Open Rubric